



NHS

Great Ormond Street
Hospital for Children
NHS Foundation Trust



Seen and Heard

Our Diversity and Inclusion Framework 2020–2022

Making GOSH a great place to work

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Foreword

We've called this framework **Seen and Heard** because alongside the opportunity to progress within GOSH, this is what our staff told us they wanted most of all.

So why Diversity and Inclusion and why now?

The evidence is clear. Diverse organisations have the potential to be more creative, innovative and productive. But for those benefits to be realised at an organisational level, they also need to be felt at a personal level and that requires a commitment to genuine inclusion. Without inclusion, diversity becomes just about the numbers of staff we employ across different groups. But because inclusion focuses on how it really feels to work in an organisation, it is the combination of the two that releases our collective potential.

We began the work to develop this framework last year. However, it has been COVID-19 that has brought into sharp focus the consequences of inequality. Even before we understood the impact the pandemic would have on particular communities or groups and the events this summer that galvanised the Black Lives Matter movement, it was clear that 2020 would be seen through a lens of inequality. But few could have imagined how that inequality would have manifested itself and I think it will take us all a long time to recover from some of the challenges that this year has created.

That's why I believe, now more than ever, we must think about the investment we make in our people, the standards we set, and the policies, processes and systems we put in place to support them. But just as importantly, we must also focus on the behaviours we will advocate and allow.

This framework has provided an opportunity to articulate what you have told us is important and identify the things that will make a difference, including to the way you feel about working at GOSH. It is built around a commitment to the individual, ensuring that all our people in all their roles are seen and heard and have equal opportunity to jobs, progression, and training.

Everyone in the GOSH community – those that are directly employed, our volunteers, our contractors and temporary staff – all play a critical role in how the hospital runs. We want to create a working environment and culture at GOSH that supports and promotes connection and ally-ship. Being an ally means stepping up, stepping in, and stepping alongside when things happen that shouldn't. It's about adding your voice to others to amplify what is right and using your influence, your authority, your experience, your compassion and your expertise to promote those who are not in a place to do so. There is a role for everyone to play in achieving our ambition to become a diverse and inclusive employer of choice, and creating a place where everyone feels able to bring their whole self to work and perform at their best.



Caroline Anderson
Director of HR & OD

Our people are the head, the heart, the hands and the face of Great Ormond Street Hospital (GOSH). They make us who we are and allow us to do extraordinary things. We value and respect them individually and collectively for who they are, as well as what they do. As a Trust we are committed to ensuring all our people are well led and well managed, but also, supported, developed and empowered to be, and do, their best.

People Strategy
2019-22

1. Introduction and Purpose

“Diversity is a fact, inclusion is a choice”

Helen Snowball,
Chief Human Resources Officer,
Asia Pacific at JLL

Each and every day, our people come together to do extraordinary work. Often providing unique solutions to complex health needs and working to deliver the highest standards of care, emotional and physical support to our patients and their families, as well as to each other. As an international research and teaching hospital, the work we do at GOSH touches the lives of hundreds of thousands of children and young people across the country and the world. Our patient base is diverse and to continue to do our best work, we must be too. Evidence shows that diversity of skills, knowledge, background, and experience brings: different insights and perspectives; creates challenge and encourages change and innovation; supports more effective decision making; and delivers better outcomes. Diverse workforces are key to driving the success, effectiveness and relevance of an organisation.

Diversity is a fact. We are all different and the harnessing of that difference has inherent value. As an organisation we embrace it as concept in much of our work, with the use of Multi-Disciplinary Teams (MDTs) and mixed skilled, project and research teams being the norm. But we are less proactive and accepting of diversity in our people management practice and decisions. So, despite increasing awareness, recognition and legislation on the need to support equality and diversity in the workplace, it remains underdeveloped in many organisations including here at GOSH.

If diversity is a fact, for its benefits to be realised at an organisational level and felt at a personal level, it requires a commitment to inclusion. Inclusion occurs when people feel valued and accepted in their teams and wider organisation without having to conform, in order to fit in, or progress. Inclusive organisations support employees, regardless of their background and circumstances to thrive and this requires the creation of an environment where differences of thought, experience and outlook are not only respected, but expected, and are supported by enabling policies, processes and systems, reinforced by a culture of positive values and behaviour which allows inclusion to become a reality.

We want all our people at GOSH to feel that they can be themselves at work, valued for the distinct perspective that they bring, and be able to go as far as their ambitions and talents will take them – irrespective of their sex, gender identity, ethnicity, sexual orientation, disability, faith, age or socio-economic background. Feeling included is good for us as individuals. It's good for teams and team working and it is good for the patients and families we care for. Being fulfilled at work allows us as individuals and a community to be and do our best.

This framework has been developed through consultation with GOSH staff and their representatives. In particular, the engagement and feedback from members across our Black, Asian and Minority Ethnic (BAME) Staff Forum, LGBT+ and Allies Forum, The Women's Forum, and our Disability and Long-term Health Conditions and Friends (DLHC&F) Forum have been key.

The purpose of this framework is to ensure that all of our people in all their roles, are **SEEN** and **HEARD**, have **EQUAL ACCESS** to promotion, education and training and the **OPPORTUNITY** to be themselves and to do their best work.

2. National and Local Drivers for Change

The People plan for 2020/21 '*We are the NHS – action for us all*' was published in August 2020.

The Plan sets out what the people of the NHS can expect – from their leaders and from each other – for the rest of 2020 and into 2021. It sets out actions to support transformation across the whole NHS. It states how much we must all '*continue to look after each other and foster a culture of inclusion and belonging, as well as action to grow our workforce, train our people, and work together differently to deliver patient care*'.

It recognises that '*our NHS people have been under increasing pressure since the response to COVID-19 began, and there will be further challenges ahead. Workload remains a pressing concern and we have all been reminded how critical it is to look after our people – and that we need to do more. To address this now, and for the future, the NHS needs more people, working differently, in a compassionate and inclusive culture*'.

The Plan sets out practical actions that employers and systems should take, as well as the actions that NHS England and NHS Improvement and Health Education England will take over the remainder of 2020/21. It focuses on:

- **Looking after our people** particularly the actions we must all take to keep our people safe, healthy and well – both physically and psychologically
- **Belonging in the NHS** highlighting the support and action needed to create an organisational culture where everyone feels they belong
- **New ways of working and delivering care** emphasising that we need to make effective use of the full range of our people's skills and experience to deliver the best possible patient care
- **Growing for the future** particularly by building on the renewed interest in NHS careers to expand and develop our workforce, as well as retaining colleagues for longer.



Above and Beyond – A strategy for GOSH

The first priority of the Trust's five year strategy 'Above and Beyond' commits to **making GOSH a great place to work by investing in the wellbeing and development of our people**. It states that as a GOSH community, we must value and respect each other, work together as one team, and put in place the support, education and development opportunities to help us be at our best, every day.

In November 2019 we launched our new [People Strategy](#), with a three-year plan to create an inclusive organisation where all our people are valued for who they are, as well as what they do.

This **Diversity and Inclusion Framework (D&I)** will sit alongside a new **Health and Wellbeing Framework (H&WB)**. Together they will provide the foundations to reinforce the commitments set out in our People Strategy, creating the environment and a work programme to ensure they are delivered and, in doing so, help us meet the expectations set out in the NHS People Plan.

The Impact of COVID-19 on the Workforce

Our current context is not one that we could have imagined a year ago. The COVID-19 pandemic has impacted significantly on the whole organisation and will continue to do so for the foreseeable future. It has already changed the way we organise, deliver and support patient care, and how and where we do that from.

Both the virus and subsequent lockdown have had a disproportionate impact on individuals and whole communities with elevated and cumulative risks associated with age, gender, ethnicity, disability, and certain health conditions. Even before the events which led to the galvanisation of the 'Black Lives Matter' movement, it was clear that 2020 would be seen through a lens of inequality.

But there have also been some unexpected positives from this challenging period, which we would wish to protect and build on going forward.

Despite the immense challenges and high levels of anxiety, our staff have been flexible, creative and supportive of each other. They have worked at pace, rolling out and accommodating new services, supporting colleagues and ways of working, while continuing to deliver high standards of patient care and maintaining essential support services, going Above and Beyond and truly living the value of 'One Team'.

Our response to COVID-19 has provided a unique opportunity to reposition our relationship with our people as the impact on staff and their welfare has been central to our planning, decision making and response. From the very beginning, we have worked proactively as a community, in partnership with staff and their representatives to keep our people safe, informed and supported. We have introduced new and flexible ways of working and communicating and are having more open and honest conversations about the things that matter. We have been able to accelerate work towards some of the priorities set out in our Above and Beyond Strategy and in doing so, provided a stronger foundation on which to take forward the commitments set out in the People Strategy 2019-22. The work of the D&I and H&WB frameworks allow us to turn the commitments into action.

3. Our People and Processes

As with all Trusts, GOSH collects a significant amount of information on our workforce through our HR process, systems and surveys. Some of it we publish, such as the staff survey, the gender pay gap and race and disability data, but all as individual data sets. What we have never done before is to triangulate all that information to understand not just what the data says, but what it is telling us about what it is like to work here, or to use it to inform decision making and planning. An essential part of developing this framework has been the opportunity to bring together a group of people from across the Trust to critically evaluate all the data and provide insight on what that means in practice for individuals and groups. Their collective work has provided a more robust evidence base and additional insight and has been used to inform the content of this framework and the work programme it supports.

Key findings from across a range of sources:

- We employ circa 5,000 staff from over 100 nations
- BAME staff make up 30% of our workforce. This is significantly lower than many other London Trusts
- In common with the rest of the NHS, 3 out of 4 of our staff are female

- Our age profile is significantly younger than the NHS average with over half of our staff aged under 40
- 2.7% of staff are disabled, however we know from the Staff Survey this is likely to be an under-estimate
- 2.9% of our staff identify as LGBT+, but the Staff Survey suggests this is closer to 6%
- At least 9 major faiths are represented, however nearly a third of staff declined to disclose this information
- BAME staff are 2.5 times more likely to be disciplined than White staff
- 63% of job applicants were BAME, but made up only 36% of appointments
- In the 2019 Staff Survey 24% of disabled respondents said they had experienced discrimination at work
- 58% of BAME staff felt the Trust acted fairly in regard to career progression whilst 84% of White staff agreed
- As well as a Gender Pay Gap of 17%, BAME staff earn 13% less than White staff per hour, while Disabled staff earn 15% less
- Declaration rates for some equality themes are under-reported and inconsistent with NHS and national statistics
- Non-Declaration rates for protected characteristics range from 0-30%.

Ethnicity

BAME representation at GOSH is much lower than many other London Trusts at 30%. Within the Allied Health Professional and Nursing staff group this is lower still at 11% and 16% respectively, while the Estates and Ancillary and Additional Clinical Services staff are highest at 48% and 43%. As both of these groups tend to have lower banded roles within them, it is perhaps unsurprising that Bands 2 & Band 3 have the highest BAME representation at 51% and 50%. For the group of staff at Band 8a and above this reduces to 15%, while our BAME Medical staff represent a third of the workforce. BAME representation at Board level is 21% compared to 15% in 2018. This is above the London average at 17% and the national average at 8%.

Since 2015, NHS organisations have been required to publish data against the NHS Workforce Race Equality Standard (WRES). WRES data publication is an annual requirement and is included in the NHS standard contract for provider organisations and also features in the CQC Assessment of the 'Well Led' domain. The 2019/20 return shows that White applicants were more than twice as likely to be shortlisted than BAME candidates. BAME staff were also more than 2.5 times more likely to be disciplined. However the 2019 results did indicate a slight improvement in the gap between White and BAME staff accessing non-mandatory training.

The most recent Staff Survey results showed a clear gap between the experience of BAME and White staff with the Equality, Diversity & Theme score for BAME staff reported at 8.1 (out of 10), while for White staff it was higher at 9.2. This basket of survey questions looks at fairness of career progression, experience of discrimination and responsiveness of the organisation to respond to needs for reasonable adjustments for disabled staff. Whilst 84% of White staff said the Trust did act fairly, only 58% of BAME staff agreed. BAME staff felt they received less respect from colleagues than White staff (65.3% and 75.4% respectively). This result worsened for BAME staff in 2019 from the previous year and improved for White staff.

All our current data tells us that opportunities for staff from diverse backgrounds are far from where they should be and that is not acceptable. Our BAME representation is significantly below that of other London Trusts which would indicate issues with our pipelines and our employer brand. There is an identified need to address the 'race pay gap' (WRES 2020) and the work we could and should be doing to promote GOSH as an open and inclusive employer of choice, with a wide range of careers, roles, training, education opportunities and people.

Sex / Gender

Most NHS organisations are predominantly female and GOSH is no exception. Within the staff groups, 95% of nurses and 92% of Allied Health Professionals are female, while 40% of Estates and Ancillary and 55% of Medical and Dental staff are female. By pay group, female staff make up 85% of Bands 5-7 but 73% of Band 8 and above. In the medical pay grades, female staff make up 49% of Consultants but 62% of Junior Doctors, indicating future positive movement in that cohort.

Since 2018 the Trust has been required to report on its Gender Pay Gap. The most recent report for 2019 showed an improvement in the previous year. However there was still a gap of £4.35 per hour (17%) between a male and female staff member's hourly wage. The key factor for this is the impact of the Consultant workforce on overall pay levels. Whilst we have a fairly equal number of male and female consultants (51% and 49% respectively), female consultants form part of a much larger population when looking at the gap at the organisational level (as the Trust is 77% female). Consequently their effect on female average pay is less than male consultant pay is on male average pay.

Disability

According to ESR reports 2.7% of our workers have declared they have a disability. But the 2019 Staff Survey results said 12% of respondents identified that they were disabled or living with a long term health condition. (It should be noted that this is a slightly different question which will in part explain the variance.) GOSH is required to report on the experience of disabled staff in the national Workforce Disability Equality Standard (WDES). This looks at the representation of disabled staff in the workforce, likelihood of disabled applicants to be appointed, experience of performance management processes and Staff Survey results. The 2019 WDES show disabled staff to be under-represented in the higher bands of the workforce, applicants less likely to be appointed and poorer staff survey results.

Age

The GOSH workforce is much younger than the NHS average, with over half aged under 40. The majority of our youngest staff (those under 25) are in Nursing, HealthCare Assistant or Administrative roles. The 2019 staff survey results show a lower score for Equality Diversity & Inclusion, Team working & Immediate Managers themes, indicating a different working experience for this group.

LGBT+ and Other Protected Characteristics

The Trust gathers equality monitoring data from its new recruits for sexual orientation and religion. However, both of these areas tend to have high rates of non-declaration, making the data less useful. 2.9% of staff identify as LGBT+, while 54.2% say they have a faith, but over a quarter of both categories have "not disclosed" as one of their largest responses. Marital status, pregnancy and gender re-assignment data is not routinely gathered. However, the Trust retains an obligation to ensure staff in these groups are seen and heard and that their experience at work is a positive one as with all staff. Improving our declaration rates across all categories will be an important first step.

Intersectionality

We use the categories above to identify groups that might have characteristics, and therefore experiences, in common. However, the reality is that many people will have characteristics that cross over and this may lead to increased marginalisation.

This crossover is referred to as 'intersectionality' and is why a focus on inclusion for all is such an important theme for this framework and the work it will support.

4. Delivering change through Education, Learning and Ally-ship

Creating a diverse and inclusive organisation can be complex, but at its heart is a desire to do better and a commitment to work differently, including providing a broader range of work opportunities for a wider range of people.

Education and learning are key to the delivery of the change we seek. Understanding that access to opportunities for some have been restricted by the structures, processes and systems we have in place and sometimes, by the actions, both conscious and unconscious, of others is vital. Acknowledging that about the organisation and ourselves is an important starting point. Education, learning and the development of new knowledge and skills is an essential part of the change process and for some that will require a commitment to unlearn what we think we know, in order to learn something different. There are already some existing resources, workshops and initiatives which promote good practice examples, but these are not yet coordinated so lose the opportunity to be mutually reinforcing.

The Role of Leaders and Managers

In January 2020, we published, the GOSH Leadership and Management Framework. Its purpose is to ensure GOSH has leaders and managers who are able to contribute towards the delivery of our strategic ambition and commitment and act as role models who embody and uphold the values of the Trust.

It sets out our expectation of leaders and managers as follows:

Our leaders should be self-aware and recognise their impact on others, empowering and nurturing their colleagues to be and do their best. They will ensure they are a trusted positive influence in their services and our Trust, and embody our organisational values. They are also seen as inclusive, compassionate and competent. As a group, they will be connected to each other and the priorities of the wider organisation, acting as conduits for their staff, with that responsibility supported and reinforced by organisational infrastructure (policies, processes, systems and ways of working) which maximises joined-up, collaborative and inclusive working. Our leaders should be willing to be self-taught in areas of social justice, systematic discrimination and endeavour to broaden their leadership competence around culture shift.

Investment in the development of inclusive leadership, and an understanding of unconscious bias and cultural intelligence will help us build the knowledge, skills and the connectivity we need to create a more trusted and inclusive work place for us all.

The Role of all GOSH staff

There is a role for all of us in supporting and promoting diversity and inclusion. For some it will be as members of marginalised groups in sharing direct knowledge and experience, to help others understand and learn. But for all of us there is an opportunity to become the best allies we can be.

The role of allies can be very powerful. In recognition that real change only occurs through the collective action and commitment of the majority, adding your voice to that of the minority, we will proactively support the development of Ally-ship at GOSH.

What Ally-ship means in practice

Ally-ship is the process through which people in a position of influence or in a dominant group, work to develop empathy towards another marginalised group's challenges or issues. The goal of ally-ship is to create a culture in which an individual feels valued, supported, and heard. Being an ally is not a label -- it is about what you do and should be celebrated.

Being a good ally also means **stepping up and stepping in** when you see something going on that undermines the values that we should all uphold, **proactively learning** and increasing your understanding of diversity and inclusion, the experience of others and, **stepping alongside** to add your voice to support change.

At GOSH we want to build relationships of trust, consistency and accountability with individuals and our forums that represent those who are marginalised. Anyone has the potential to be an ally and although they may not be a member of that community they support, they make a concerted effort to better understand the lived experiences of others and make the effort to understand the challenges they face, using their own voice to increase understanding for others.

“Being an Ally is a privilege but also a duty to use my position to stand side by side with my forum colleagues to learn, listen and act in whatever capacity I can.”

Marie Boxall, BAME Staff Forum Ally

More information and resources are available on the [NHSE website](#).

5. The Role of Staff Forums

In 2018, GOSH undertook its first whole organisation staff survey which identified a range of issues in relation to the culture of the Trust and how staff felt about working here. It resulted in a programme of work which ultimately led to the creation of the People Strategy 2019-22. Part of that initial response was a commitment to invest in four staff forums to ensure that staff voices could be heard. Each forum is overseen and managed by a dedicated staff group and is sponsored by a member of the Executive Management Team, who acts as advocate and ally to the forum they sponsor. We have seen the value of the forums over the last year and particularly during the pandemic when they worked across to support their members.

We now want to extend the use and influence of the staff networks and will invest in their development through ensuring their leadership are given time and remuneration rather than relying on just their good will.

The Black, Asian and Minority Ethnic (BAME) Forum

Launched in October 2018, this forum was first established to support the interests of Black, Asian and Minority Ethnic members of staff, as well as to help the Trust build a more inclusive, reflective and diverse environment. In its first year, the forum focused on three key priorities: Career Development, Social and Networking opportunities, and Leadership.

Going forwards, the forum will focus more specifically on:

1. Empowering BAME staff members by sharing their stories and experiences, celebrating their successes and making them aware of development opportunities at the Trust and within the wider NHS
2. Acting as a resource for BAME staff members in order to offer crucial peer-to-peer support, recognising the impact of systemic racism on the wellbeing of the BAME community
3. Leading conversations about anti-racism and ally-ship that drive cultural change within GOSH, encourage BAME staff to speak up about their experiences and encourage non-BAME staff to understand how they can better support their BAME colleagues
4. Connecting and networking with BAME colleagues and allies outside of GOSH and help to drive change in the wider community.

Email: BAME@gosh.nhs.uk

Disability and Long-term Health Conditions and Friends (DLHC&F) Forum

Launched in 2019, this forum aims to create a safe, inclusive and diverse working environment that supports staff with disabilities and/or those who have a long-term health condition. Members have the opportunity to connect with their colleagues, influence GOSH policies and engage with the Trust to shape the development of both the Diversity and Inclusion Framework as well as the Health and Wellbeing Framework. Members have been actively involved in the valuable work that the Trust has undertaken during COVID-19 and continue to be closely involved with the COVID-19 Recovery Plan. All activities for this forum are based around our three main aims:

- Being Connected
- Being Heard
- Being Seen.

Email: DLTC@gosh.nhs.uk

The LGBT+ and Allies Forum

This inclusion forum is dedicated to supporting and celebrating our staff and volunteers who are lesbian, gay, bisexual, transgender, non-binary, queer, intersex, asexual, and relationship diverse, so they feel comfortable to bring their whole selves to work. The Forum also honours and supports our LGBT+ allies. The overall aim to ensure that LGBT+ people (staff, volunteers, patients, families and visitors) feel welcome and safe being who they are at GOSH.

Through surveys, focus groups and other feedback, Forum members identified a number of priority areas:

Visibility of LBGT+ staff and families – The Forum increases visibility through celebration of LGBT History Month within the hospital, and participation in the annual Pride March and Pride in London under the GOSH NHS banner. There's also a 'GOSH We're Proud' badge – and more recently the NHS Rainbow badge – for staff and volunteers to wear, to show their support for LGBT+ people and to signal 'You can talk to me' with any concerns or questions. Due to interest, a charity-branded rainbow badge was designed for families and members of the public.

Policy and management advice – Supporting the organisation in its diversity and inclusion goals through forum input on policy from LGBT+ perspectives, and advice to the executive and senior leadership team to continue to develop GOSH as a welcoming organisation.

Mentoring, training and education – Providing information on terminology and behaviours to help people understand better how to foster team spirit in an inclusive way.

Inclusive, varied and publicised events – Running a range of events including talks with invited speakers, pub quizzes and an annual Christmas party to grow our GOSH community of LGBT+ staff, volunteers and allies.

Links with other forums and groups – Actively supporting colleagues in the other GOSH inclusion forums and participating in joint events as often as possible. Through Twitter and other means, the Forum also fosters links with other NHS and public sector LGBT+ forums.

Sharing experience and support – The Forum is available as a point of contact and support for any individual within the organisation.

Email: lgbtstaff@gosh.nhs.uk

The Women's Forum

This forum aims to improve the working lives of everyone at GOSH. It promotes equality and supports anyone who identifies as a woman at GOSH. Over 75% of staff at GOSH are women, so improving the experience of women at GOSH, improves the experience for everyone.

The mission of the forum is to act as a place for discussion and consultation for all issues affecting women at work. The aim is to help the organisation hear that voice, and understand where we can improve the experience of women working at GOSH. In its first year, the Women's Forum identified three key work streams:

- Progression and skills focus (mentoring, coaching opportunities, finding role models, exploring personal impact)
- Supporting women working at GOSH (maternity and return to work, menopause support, progression and understanding the pay gap)
- Inspirational speaker series.

Since launching in March 2019, the forum has organised a number of events with external speakers covering topics such as imposter syndrome, menopause in the workplace, the gender pay gap and flexible working and leadership in the NHS.

The forum board has also contributed to Trust-wide projects and initiatives including: meeting with CQC to provide feedback on behalf of the membership; exhibiting at previous GOSH events such as the AGM, Open House and GOSH Conference; providing feedback on the People Strategy and Diversity & Inclusion objectives; contributed to Speaking Up for Our Values and various strategy/culture workshops.

Women have been directly impacted at home and at work during 2020 and so this year's AGM will look to find new ways to represent women at work. Flexible working, recognition for added value, and championing skills are becoming more and more important in a world of increased home working, remote working, juggling and supporting friends, families, colleagues and patients.

So far, almost 1,000 GOSH staff have engaged with the forum, through the membership email, events, direct email contacts and presentations at meetings.

Email: Womens.Forum@gosh.nhs.uk

6. Our Diversity and Inclusion Themes and Programme of Work

There is a lot we could do, should do and want to do. But we will need to prioritise in order to provide a meaningful and deliverable programme. We have reviewed the evidence, data, and information and had input and advice from colleagues from across the Trust, to develop this framework and more importantly, to establish the work programme it will drive. We will focus on the things that our people have told us really matter and will have the most impact, based on our commitment to make sure that all our people in all their roles are seen and heard, and have equal access and opportunities to jobs, education and training.

As a consequence, our work will be built around four key themes:

1. **Opening-up external recruitment**, promoting GOSH as a creative, diverse and inclusive employer of choice
2. **Creating internal career paths and opportunities** for progression and ensure fair and transparent access to jobs, training and education
3. **Creating a more inclusive work culture for all** to build understanding and connectivity and support value-based people management practice
4. **Creating channels and safe spaces which amplify the employee voice**, ensuring that we listen, hear and take action as a consequence.

Theme 1: Opening up external recruitment, promoting GOSH as a creative, diverse and inclusive employer of choice

We will:

- Ensure that we are seen as a diverse and inclusive employer by introducing a new Employer Brand that articulates the diverse and inclusive culture we want to create as well as our welcoming, helpful, expert and one team values
- Always follow best practice standards in our recruitment and promotion policies
- Update our recruitment channels, attraction strategies and processes to ensure they are open and accessible to all
- Rollout fairer selection training and introduce stakeholder panels with diverse and representative backgrounds to promote fair recruitment and selection processes
- Appoint recruitment ambassadors and mentors to showcase and promote careers, people and opportunities in GOSH (including those with a disability and long-term health conditions)
- Work with local organisations to promote local recruitment to jobs, education and training opportunities
- Establish GOSH as a local employer of choice, supporting individuals living in the locality to work and be trained at GOSH, improving workforce retention and ensuring that GOSH is representative of the diverse community of patients that it cares for
- Explore flexible working opportunities to ensure a balance between service delivery and home-life to support recruitment and retention, team dynamics and team working.

Theme 2: Creating internal career paths and opportunities for progression and ensure fair and transparent access to jobs, education and training

We will:

- Open up and be transparent about our decision-making processes to make sure that we hold ourselves to account for following our own high standards of fairness, equality and inclusion
- Review the internal recruitment process to provide a more standardised, transparent and consistent process accessible to all
- Create an internal vacancy portal to advertise ALL opportunities and publicise results

- Mandate the use of diverse panels for all internal recruitment and decision-making processes, including for development opportunities, secondments and acting up
- Design and implement a framework to develop non-clinical career and training paths
- Introduce career coaching and mentoring. We will nurture and support staff through training, coaching and mentoring, giving every member of staff the opportunity to reach their potential
- Promote and extend access to the aspiring and developing leaders programmes, with a focus on under-represented groups.

Theme 3: Create a more inclusive work culture for all to build understanding and connectivity and support value-based people management practice

We will:

- Prioritise wellbeing and D&I for delivery in the leadership and management development programme
- Develop the cultural knowledge and understanding of the organisation to ensure that it becomes culturally aware and rich in cultural intelligence. To do this we will develop and roll out unconscious bias and cultural intelligence training for all staff
- Establish a set of principles to govern the fair and transparent application of HR policies and processes
- Review and update the key ER HR policies and establish a programme of ongoing review to reflect and embed those principles to include sharing and learning from outcomes
- Implement a 'stop and think' point into ER processes, prior to a decision to investigate, to promote informal resolution before, or as an alternative to formal process
- Develop training and resources to promote and support the role and impact of Ally-ship.

Theme 4: Creating channels and safe spaces which amplify the employee voice – ensuring that we listen, hear and take action as a consequence

We will:

- Create an internal communications framework which extends the channels and promotes two-way engagement and feedback including pulse surveys and capturing the voices of our people
- Invest in the extension, influence and impact of the staff forums and the promotion of Ally-ship
- Create an annual calendar of staff events which promote D&I and celebrates the Trust and its workforce
- Create staff listening events as standard practice across the Trust with the compulsory attendance of management, leadership and key staff
- Ensure that we are a civil and kind organisation, where individuals interact respectfully and politely, acknowledging different personal backgrounds, cultures, expectations and preferences
- Support the continued roll-out of the Speak Up for Safety and Speak Up for Our Values programmes as a means of checking our behaviours against our standards and holding ourselves to account when we fall short
- Develop a reverse mentoring scheme for senior leaders to enhance exposure and understanding of the lived experiences of under-represented or marginalised groups
- Review and extend the influences and contribution and impact of our staff networks, recognising that the inclusion forums are currently under-resourced.

7. Measuring and Monitoring success

“Transparency is a vital first step towards harnessing the power of a diverse workforce at all levels.”

A Model Employer – increasing black and minority ethnic representation at senior levels across the NHS

This Diversity and Inclusion Framework is the practical expression of our commitment to all staff to make GOSH a great place to work for everybody and sets out how we will do this over the next two years. To help us achieve these goals, we will develop an implementation plan through which we can be held to account for delivering on our actions.

Oversight of delivery will be overseen by a new staff forum, with formal assurance provided through the People and Education Assurance Committee, and a mid-year and annual review report. The Diversity and Inclusion Framework implementation plan will be reviewed alongside our new Health and Wellbeing Framework.

We will measure our improvement progress and publish it to demonstrate we are an organisation that is open and accountable for its progress. We will present the data regularly and action all areas where we need to get better, involving staff from across the Trust in developing ideas and proposals for improvement.

Proposed metrics

Theme	Measure	Source	Current Performance	Targets	
				Year 1	Year 2
External Recruitment	A more diverse and representative workforce	Workforce demographics			
	Greater diversity at Board and Senior Leadership levels	WRES Indicator 9			
	Improvement in recruitment outcomes for BAME applicants	WRES Indicator 2, Recruitment data			
	Improvement in recruitment outcomes for disabled applicants	WDES Indicator 2, Recruitment data			
	Improvement in "Equality & Diversity" staff survey theme	NHS Staff Survey			
	Improvement in demographic pay gap	Gender Pay Gap reporting, GOSH pay data			
Internal Career Paths	More internal applicants being promoted to role at GOSH	Recruitment data			
	Increased access to training and development opportunities	WRES indicator 4, Training data			

	Improvement in staff feeling GOSH acts fairly regarding career progression	Staff survey			
	Number of career development events held	Organisational Development data			
Inclusive Culture	Reduction in relative likelihood BAME staff entering formal HR processes (e.g. disciplinary, capability)	WRES indicator 3, ER data			
	Number of senior managers completing inclusive leadership training	Training data			
	Proportion of staff recommending GOSH as a place to work	NHS Staff Survey			
Employee Voice	Increase in membership of GOSH staff forums	Staff Forum data			
	Improved staff declaration rates against protected characteristics	HR data			
	Number of listening and staff engagement events held	HR and Forum data			
	Number of trained in Speak up for Safety and Speak up for Our Values	Training data			
	Number of staff trained in reverse mentoring scheme	HR data			

8. Summary and Conclusion

The purpose of this Diversity and Inclusion Framework was always to support delivery of some of the key commitments set out in the People Strategy. Through this framework and programme of work we are committed to addressing the systemic issues we have identified through a joined-up and integrated approach. It scales up action to increase the representation of under-represented groups at all grades across the Trust; and it establishes a more robust approach to inclusion and building a culture that attracts, retains and nurtures the best and most diverse talent. Ensuring accountability through greater transparency to staff and stakeholders.

We have listened to staff across the Trust, including our highly engaged and hardworking staff inclusion forums about the barriers they still face, and the further actions required to make a real difference to their experience. We have taken a strong, evidence-based approach, adopting best practice and learning from research on what works to improve diversity and inclusion. We have used this evidence to help shape our approach and produce a platform for further and faster progress on which we can all stand.

There is a role for everyone to play in achieving our ambition to become a diverse and inclusive employer of choice and where everyone feels able to bring their whole self to work and perform at their best. Openness, honesty, challenge, and a commitment to listen, learn and take action rests with all of us.

We would urge all staff to read this framework and reflect on what each of us can do to help deliver its ambitious objectives.

References

A Model Employer – increasing black and minority ethnic representation at senior levels across the NHS

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