



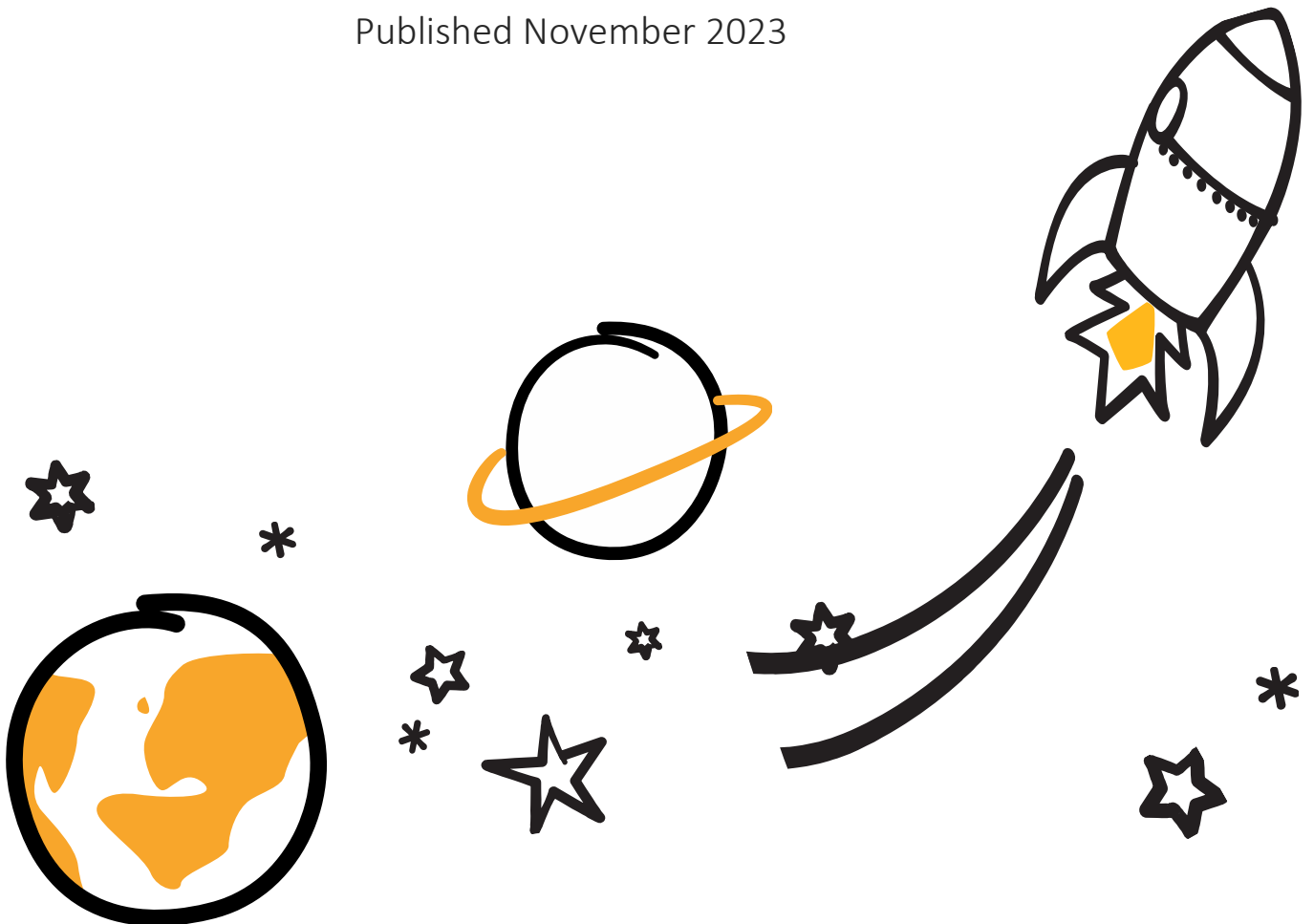
NHS

Great Ormond Street
Hospital for Children
NHS Foundation Trust

Seen and Heard

Diversity and Inclusion Annual Report 2022-2023

Published November 2023



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1. Executive Summary

This report provides a detailed overview of the equality data relating to the staff, to highlight any changes that have occurred over the past financial year, bringing together summaries from statutory reports such as WDES and WRES, showcase the work of our excellent staff networks, show our progress and highlight where there is still work to do.

The last past 12 months have seen many positive moves such as in reducing the disparity between the likelihood of white candidates being appointed compared to BAME candidates and the percentage of staff from BAME backgrounds reporting harassment for example (a drop of 1.44% since 2018). Our BAME workforce in bands 8A-C has seen growth (an increase of 8.3% since 2022) but BAME staff still remain overrepresented at our lower bands.

Our WDES report showed that we held firm on staff survey indicators as compared with others trusts in NCL, and we have seen a small rise in the number of staff declaring they have a disability or long term condition, 3.7% (3.1% last year), together with a minor reduction in the number of staff who have not declared.

We recognise that we have significant non-disclosure concerning disability which, whilst is similar to the wider NHS, reducing this will be a priority over the next 12 months to enable us to fully understand the diversity of our people and provide corresponding support.

In contrast to the majority of NHS trusts, GOSH has a younger workforce with around 25% of staff under 30 and almost 55% under 50. This has remained largely static over the past 2 years. This presents GOSH with some unique challenges particularly with the current cost of living crisis, which is likely to affect younger members of staff, who are more likely to be represented in the lower pay bands and in our BAME community who are also overrepresented in these bands also.

This report highlights a number of the positive initiatives put into place to support the objectives of the Seen and Heard Framework, including:

- The Stop and Think process designed to reduce the number of staff entering formal disciplinary process, an area where BAME staff are still overrepresented.
- Seen and Heard Champions who were introduced on all senior bands recruitment processes in March 22 to bring an alternative voice and champion an inclusive process.
- De-biasing recruitment eLearning module which once launched will be mandatory for all recruiting manager to complete.
- The engagement with external partners to enhance our support of delivery of EDI initiatives

This report highlights the many changes that have occurred over the past 12 months; however, it also highlights that more work is required to improve the experience and opportunities of BAME colleagues and colleagues with disabilities regarding access to career progression, and to ensure every step of the internal and external recruitment process is free of bias.

The data in this report unless otherwise stated covers the 2022-23 financial year. The data that references staff survey is based on the 2022 survey. This data is collected during an eight-week period between September and November each year and is published the following March

2. INTRODUCTION

The purpose of this report is to provide a detailed overview of the equality data relating to staff of Great Ormond Street Hospital (GOSH). The report will show key findings, and our progress from last year, highlight levels of improvement as well as areas requiring further attention and go on to highlight next steps.

Promoting and supporting diversity in the workplace is an essential aspect of good people management. We are mindful that we can only provide the highest quality healthcare to children and their families if we represent the diverse communities that we serve, treat our members of staff with respect and give them a powerful reason to stay and grow within the Trust. We are committed to ensuring the best possible experiences and outcomes for patients, service users and the public.

The Seen and Heard Framework guides the work of the EDI team and together with the GOSH People Strategy sets the direction. The current framework has come to the end of its periods and a new framework will be published in early 2024 that takes stock of the previous 3 years and set a new direction for the next three years, reflecting on the changing needs of our workforce and the context we work in.

The NHS People Strategy

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. 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 Strategy

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.

The GOSH People Strategy

In November 2019 we launched our first 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. Launched in October 2020 our initial [Diversity and Inclusion Framework](#) (D&I) and [Health and Wellbeing Framework](#) (H&WB) provided 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 People Strategy 2019-2022 covered this reporting period. A new People Strategy was published in July 2023 and will form the basis for future Equality and Diversity initiatives and will underpin the new Seen and Heard Framework which will be published in January 2024.

We collect data and review it regularly to ensure that we are not inadvertently behaving in a way that disadvantages members of staff or patients with protected characteristics. Through delivering our commitment to a diverse workforce and an inclusive approach to the service that we provide, we believe that GOSH will develop its capacity and capability to lead by example and be an employer of choice for everyone regardless of their background.

Terminology.

In accordance with the wishes of the REACH network and in line with national guidance and best practice, the terms BME or BAME are generally avoided and instead staff who identify as being from a minority ethnic background are referred as *global majority staff*. This term is favoured as it challenges the Eurocentric perspective that individuals with African, Asian or dual-heritage are globally, not a minority. However, the term BAME and BME is the terminology currently used nationally in the Workforce Race Equality Scheme (WRES) and the NHS staff survey for example, both of which this report references heavily, so in the interests of consistency BAME and BME are used throughout this report.

This report only reports members of staff as having identities of either male or female as although GOSH fully recognises staff of all genders, the systems and other sources of information used in this report are currently not configured to allow for alternatives.

De-Bias Recruitment and Selection Toolkit

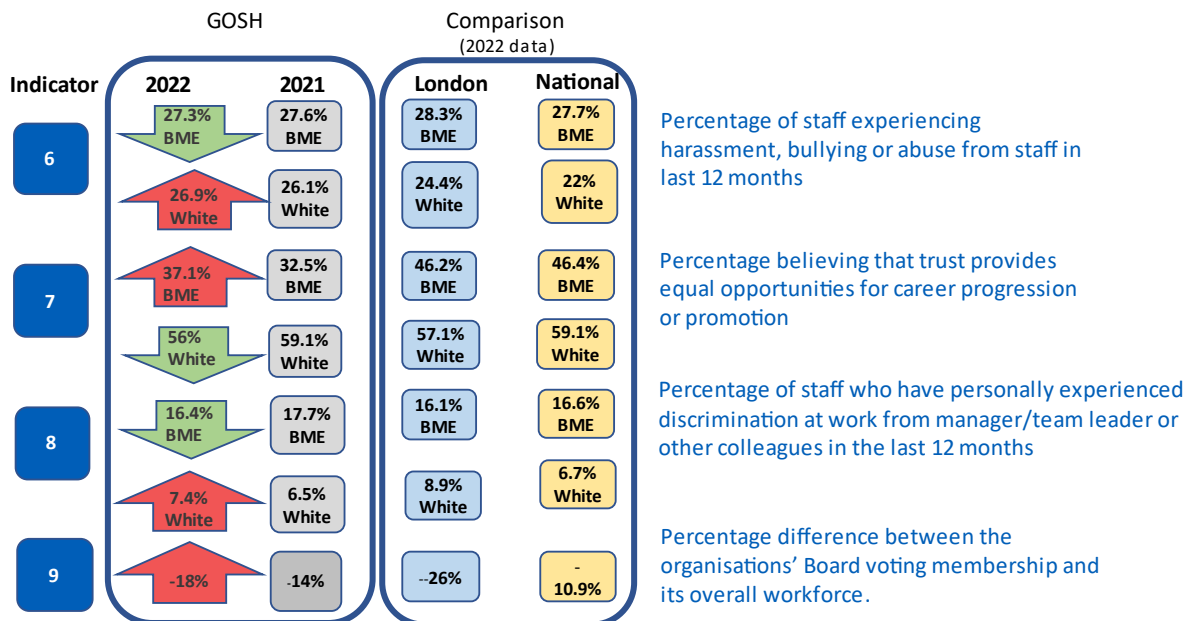
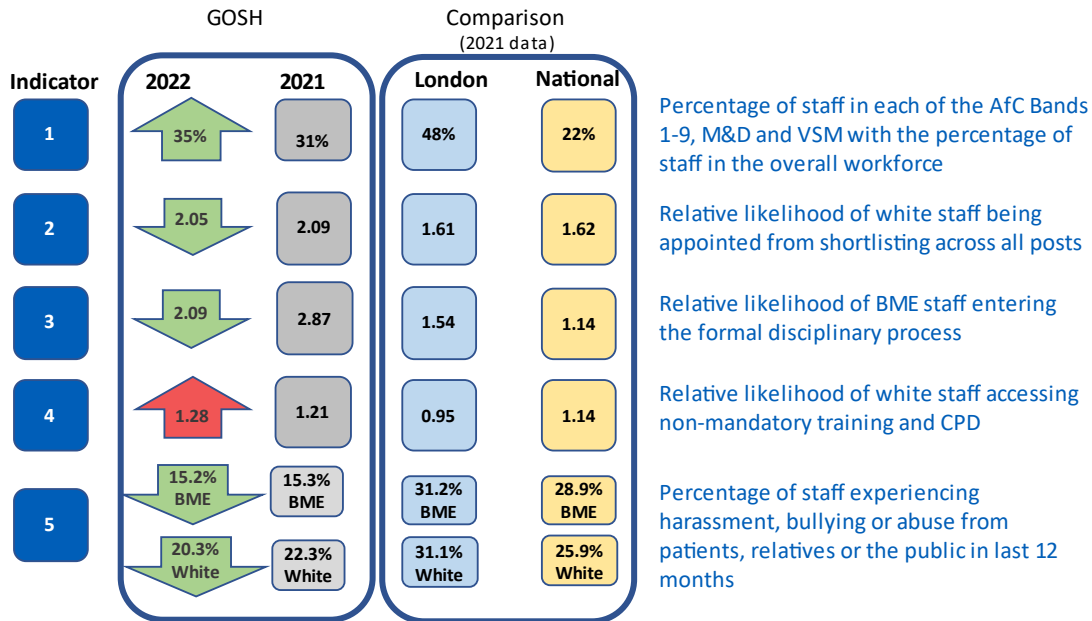
The debiasing of internal and external recruitment processes was one of the key priorities identified in the 10 year [London Workforce Race Strategy](#) published in October 2020. In August 2021 the NHS London Debiasing Recruitment toolkit was launched to provide a structure for how bias can be eliminated at each stage of the recruitment and selection process. The purpose of this toolkit is to ensure all those involved in recruitment and selection of NHS staff in London are aware of how bias exists within recruitment and selection processes and what actions they can take to ensure the process is equitable and bias is eliminated at each and every stage from job design to onboarding.

In December 2021, a project group was established with colleagues from across Human Resources, Communications and representatives from both staff side and staff networks. Since inception, the project group has assessed each stage of the recruitment and selection process and subsequently developed a toolkit of resources to support hiring managers with making fair recruitment decisions. The toolkit includes a recruiting managers guide to fair recruitment, an updated job description template, interview question guide, pre and post interview checklist and suggested reasonable adjustments during the recruitment process. All GOSH job adverts now include a diversity and inclusion statement demonstrating the Trust's commitment to diversity and inclusion. The debiasing recruitment workstream continues and moved into a new phase with the launch of the Seen and Heard Champions in March 22. The champions following extensive training are drawn from across the organisation and sit on all recruitment panels for roles at band 8a and above. This model was chosen as, as the data will show, diversity at senior grades is less prevalent. The champions are an integral part of the interview process constituting a full member of the selection panel and bring an alternative voice as well as championing an inclusive process.

In November 2022, an e-learning package was launched and following changes and enhancements as a result of feedback, has been further developed. The new module will be relaunch in January 2024 and by the end of March 2024 will be made mandatory for all colleagues involved in recruitment and selection to complete the e-learning module and will not be able to participate in recruitment activity until they have undergone the training.

WRES and WDES Data Comparison

The following chart shows that we are comparing our WRES data with national and regional London data. The colour green refers to positive and red indicates negative change.



There has been a small but positive improvement across the first 7 WRES indicators. Indicator 8 which relates to discrimination has increases, however this is true across both white and BME staff. Indicator 9, which is the difference between ethnic demography of our workforce compared to our board. This is partly as a consequence of the increase in BME staff in the workforce compared to static board representation.

National Workforce Disability Equality Standard (WDES) 2020 Annual report

The Workforce Disability Equality Standard (WDES) is a set of ten specific measures (metrics) which enables NHS organisations to compare the workplace and career experiences of disabled and non-disabled staff. NHS organisations use the metrics data to develop actions to improve the experience of staff with disabilities. Year on year comparison enables NHS organisations to demonstrate progress against the indicators of disability equality.

Below is a summary of GOSH's 2021 WDES submission.

- 3.7% of staff have declared a disability on the NHS Electronic Staff Record (ESR). This is a slight increase from 3.1% in 2022. Numbers of staff declaring a disability or long term condition are still small and as such, small staff changes have a large impact on percentages.
- Non-disabled applicants were 1.28 times more likely to be appointed from shortlisting.
- Progress has been made with the number of disabled staff in formal disciplinary and capability processes. In 2022 staff with a declared disability or long-term condition were 2.07 times more likely to enter the formal performance management capability process. This year with only one example, this ratio was not possible to calculate.
- Declaration of disabilities and long-term conditions are under reported meaning that the figure is potentially higher.
- 25.3% of disabled staff reported harassment, bullying or abuse, compared to 18.6% of nondisabled staff. This has is a slight drop compared to the previous year.
- 46.6% of Disabled staff reported they have equal opportunities for career progression. This represents a decrease from last year's figure of 49.1% however is largely consistent with the feeling from non-disabled staff at 52.3%.
- 68.3% of Disabled staff felt that their employer had not made adequate adjustments. A year on year increase from previous years.
- Disabled staff reported an NHS Staff Survey engagement score of an improvement on last year's score of 6.6 and largely consistent with the score of 7.2 for non-disabled staff.
- GOSH are currently one of the two-thirds of trusts who do not have any board members who have declared a disability
- A total of 13.6% of staff have not declared whether they have a disability and are listed as 'unknown' on ESR. This represents a drop of around 1 percent from the previous year.

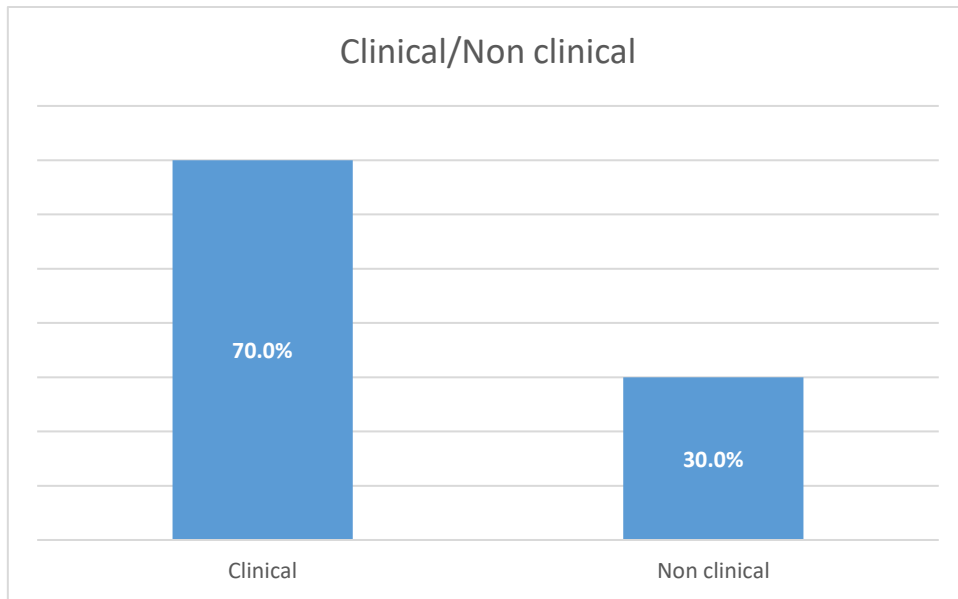
Statutory and Mandatory Training

All members of staff are required to undertake Equality and Diversity and Human Rights e-learning every 3 years. Compliance has been consistently maintained at or above the 90% threshold, reaching 95%.

Appointment of GOSH NED Diversity and Inclusion Guardian

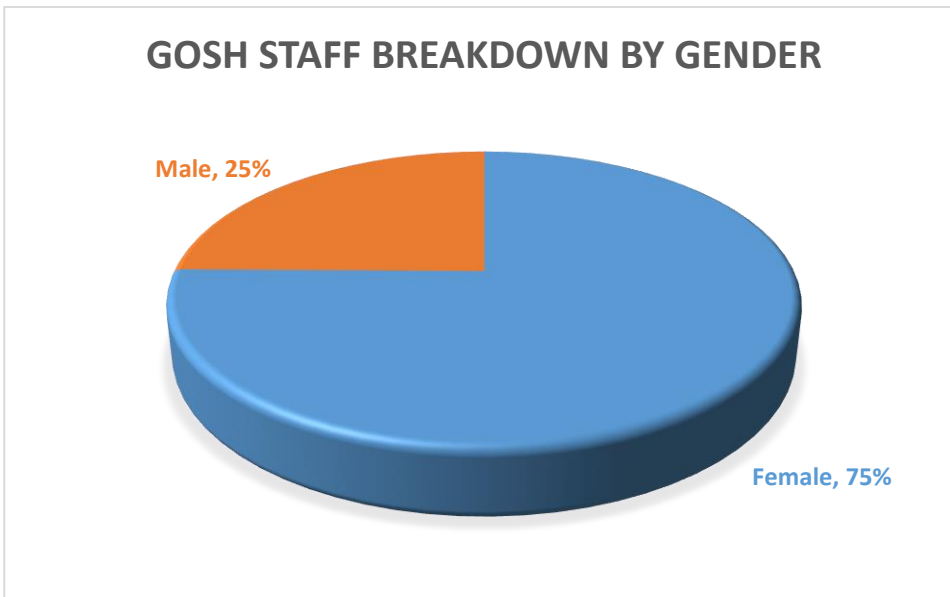
We are delighted to have a dedicated Non-Executive Director (NED) Diversity and Inclusion Guardian, Amanda Ellingworth, who champions the creation of a culture with diversity and inclusion at its heart for the benefit of all GOSH stakeholders. The Guardian acts as a 'critical friend' to question the impact of decision on issues of D&I, ensures the Board holds themselves and senior leaders to account for the way employees in all their diversity are managed and empowered and seeks data to show that Seen and Heard Framework is working and impactful and prompts improvements where needed.

3. OUR PEOPLE: WORKFORCE DEMOGRAPHICS AND PAY INFORMATION BY PROTECTED CHARACTERISTICS



Our workforce consists of 70% clinical staff and 30% non-clinical staff. This has remained largely consistent with last year's data of 70.7% and 29.3%

3.1. Gender: Total workforce

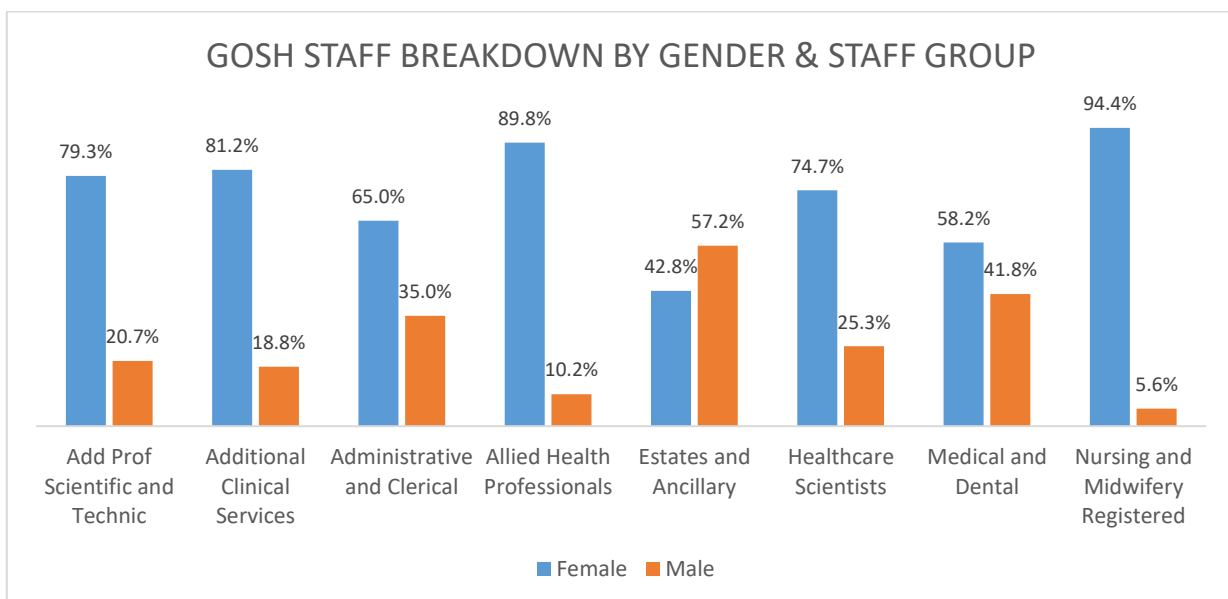


At GOSH we recognise that not all of our staff fit into the traditional binary male and female genders, however currently others gender identities are not recognised on the national NHS employee staff database. Work is currently progressing at the national level to remedy this and GOSH has been active in pushing and influencing this wherever possible.

The current proportion of male to female staff is 25% to 75%. This matches the NHS gender split. For the Medical workforce specifically, the split is 41.8% male. This has remained consistent over the previous 3 years (24.5% male and 75.5% female in 2022)

The promotion of NHS careers without any gender bias is aimed at attracting both female and male candidates however societal drivers regarding gender-related career choices still strongly influence the above picture for certain professions such as nursing and AHP's where they are 94.4% and 89.8% female respectively.

3.2. Gender by staff group



We can see that nursing and AHP groups are predominantly female with only estates and ancillary staff having a more male than female ratio.

3.3. Gender by pay band

Gender by Pay Band %			
Grade	Female	Male	Annual Change
Domestic Staff	35%	65%	+13% Male
Band 2	54%	46%	+6% Male
Band 3	72%	28%	+3% Male
Band 4	76%	24%	No change
Band 5	87%	13%	+1% Female
Band 6	85%	15%	No change
Band 7	82%	18%	+2% Male
Band 8A	78%	22%	No change
Band 8B	70%	30%	+2% Female
Band 8C	63%	37%	+2% Male
Band 8D	70%	30%	+11% Male
Band 9	60%	40%	No change
VSM & Ad hoc	46%	54%	+4% Male
M&D Career Grade	77%	23%	+3% Male
M&D Consultant	52%	48%	+1% Female
M&D Junior Doctor	63%	37%	+2% Male
Grand Total	75%	25%	No change

3.4. Gender Pay Gap

Public sector employers report and publish their gender pay gap information by 30 March of each year. The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce. Organisations with a headcount of 250 or more on their 'snapshot date' must comply with regulations on gender pay gap reporting. Gender pay gap calculations are based on employer payroll data drawn from a specific date each year. This specific date is called the 'snapshot date'. The Trust has published its gender pay gap report to understand the size and causes of our pay gaps and identify any issues that need to be addressed. We believe that publishing and monitoring the gender pay gap will help us understand how effective our actions are in reducing it.



Like most NHS Trusts, the workforce at GOSH is majority female and the current proportion of male to female staff is 25% to 75%, which is largely consistent with recent years following a reduction in our historical gender balance, driven by the insourcing of the domestic staff in August 2021. The distribution of the male workforce is concentrated in both the lower end of the Agenda for Change Bands, due to the gender balance of the Estates and Ancillary workforce, as well more senior roles (Band 8a+ and Medical staff).

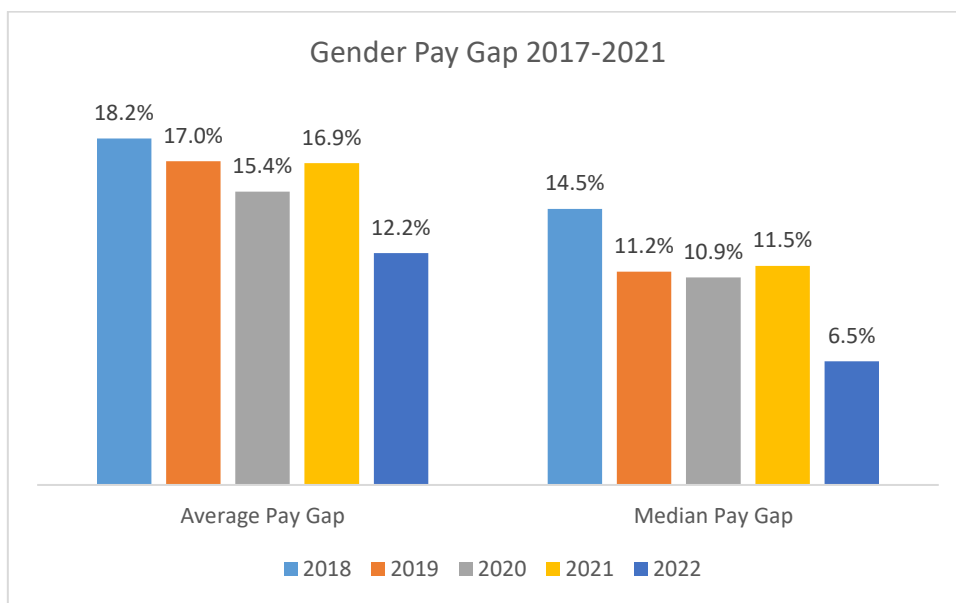
Gender	Female	Male
2020	77%	23%
2021	77%	23%
2022	75.5%	24.5%
2023	75%	25%

The Trust reported its Gender Pay gap data (as at March 2022) in March 2023. The data continues to show that in common with most NHS Trusts, the Trust continues to report a gender pay gap, which in 2022 was 6.5%. This represents a reduction of almost half compared to our 2021 gender pay gap which was 11.5% for median hourly pay. Whilst we have an equal number of men and women

consultants (52% and 48% respectively), female consultants form part of a much larger population of women when looking at the gap at the organisational level (as the Trust is 75% female).

Consequently, their effect on female average pay is less than male consultant pay is on male average pay. The full gender pay gap report findings will be published as required on our website.

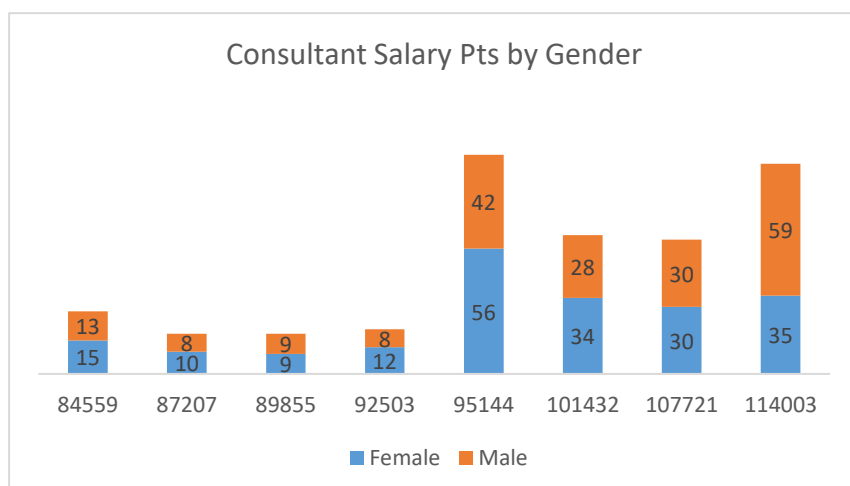
Gender pay gap (Non-Medical)	
Men	Women
	
Women earn 86p for every £1 that men earn when comparing median hourly pay. Their median hourly pay is 6.5% lower than men's.	



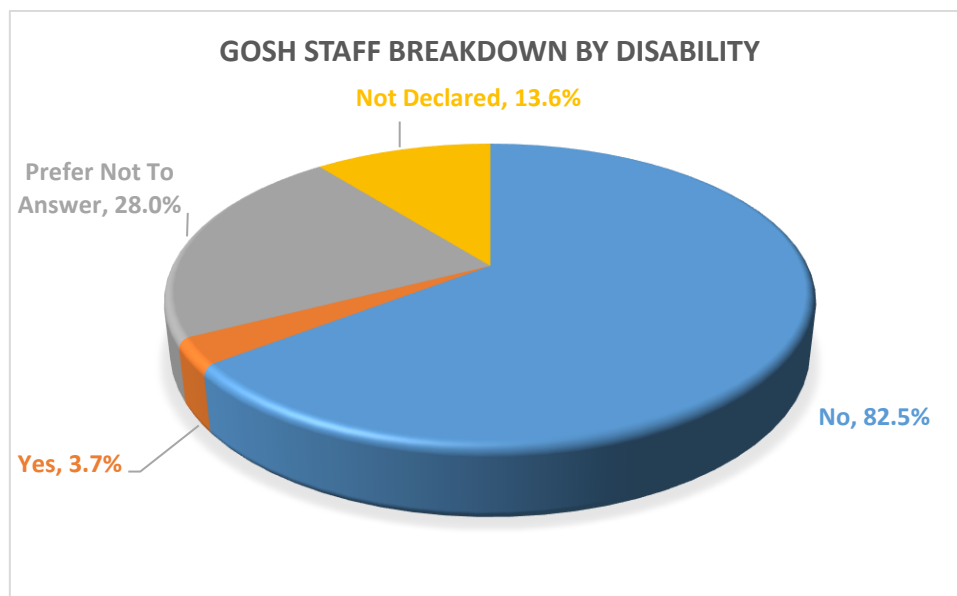
When considering the data at a more granular level it is clear that there are two main drivers for the gap at GOSH. The first one is the difference our consultant workforce makes on pay levels across the organisation. Whilst we have a fairly equal number of men and women consultants (52% and 48% respectively, at the time of Gender Pay Gap report), female consultants form part of a much larger population of women when looking at the gap at the organisational level (as the Trust is 75% female). Consequently, their effect on female average pay is less than male consultant pay is on male average pay.

Within the consultant workforce the distribution of men and women along the consultant payscale broadly represents the traditional demographic of the medical workforce (i.e., predominately male). Over time, as the demographic shift within the trainee medical workforce filters through to the consultant workforce, and female consultants' progress up the payscale, the ratio of female consultants at higher points of scale will increase and contribute to a reduction in gender pay gap at GOSH.

The second driver for the gender pay gap at GOSH is related to the nursing workforce which is overwhelmingly female dominated. As it is the largest workforce within the Trust and the nurses are concentrated at lower pay bands compared to other clinical staff this situation reinforces the gender pay gap in the Trust.



3.5. Disability: Total workforce



The data shows that GOSH has a recorded workforce composition of 3.7% (up from 3.1% in 2022). This number is based on reported information on the Trust's Electronic Staff Record (ESR) HR system. When reviewed against the NHS Staff Survey declaration this number is low significantly underreported. Staff survey 2022 saw 28.41% of respondents said they had a physical or mental health conditions, disabilities or illnesses. A focus of the coming year will be to increase declaration rates to bridge this gap.

The Seen and Heard Diversity and Inclusion Framework has as a measure of success an improvement to the declaration rates of disabled staff to address the reported gap between HR data and the Staff Survey data. By improving the quality of the datasets, the validity of the WDES submission will be enhanced, and actions arising to improve the experience of disabled staff will be more based in the experience of those staff. There has been a significant increase in the number of staff choosing "prefer not to say" from 0.3% in 2022 to 28% in 2023.

In November 2022 GOSH's Disability Confident Committed accreditation level 2 was renewed. This was achieved by making organisational commitment that ensure that our recruitment process is inclusive and accessible, vacancies are communicated, disabled people are offered an interview, reasonable adjustment is provided as required and existing disabled colleagues are supported in their career. Work to scope out the feasibility of achieving level 3, the highest offered will commence later this year in collaboration with the Enabled Network as part of our action plan for the Workforce Disability Equality Scheme (WDES) data collection and reporting. We will also initiate a campaign to raise awareness on invisible disabilities to encourage colleagues to disclose their disability status on ESR.

3.6. Disability by staff group

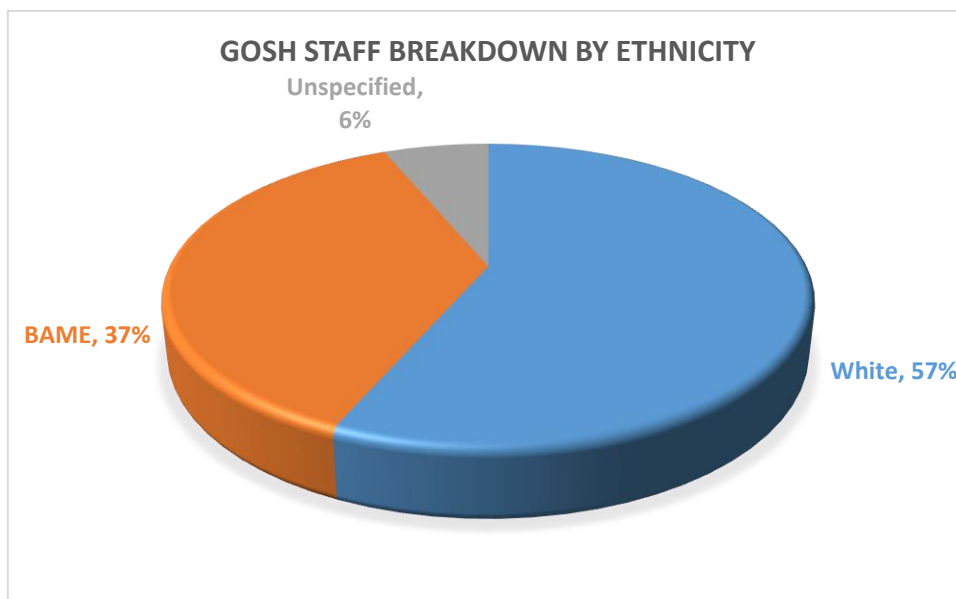
Staff Group	Yes	No	Not declared	Prefer not to answer
Add Prof Scientific and Technic	2.62%	80.76%	16.62%	0.00%
Additional Clinical Services	6.39%	81.87%	11.74%	0.00%
Administrative and Clerical	3.36%	81.97%	14.60%	0.08%
Allied Health Professionals	3.73%	80.00%	15.59%	0.68%
Estates and Ancillary	2.05%	83.37%	13.67%	0.91%
Healthcare Scientists	2.11%	83.43%	14.16%	0.30%
Medical and Dental	0.62%	83.90%	15.23%	0.25%
Nursing and Midwifery Registered	5.31%	82.74%	11.59%	0.36%
Grand Total	3.65%	82.47%	13.60%	0.28%

3.7. Disability by pay band

Grade	Yes	No	Not Declared	Prefer Not To Answer
Band 2	2.3%	84.2%	12.9%	0.6%
Band 3	6.3%	82.7%	11.0%	0.0%
Band 4	3.4%	80.3%	16.3%	0.0%
Band 5	6.2%	86.2%	7.4%	0.1%
Band 6	4.4%	83.8%	11.5%	0.3%
Band 7	2.5%	81.2%	15.8%	0.5%
Band 8A	3.2%	76.4%	19.9%	0.5%
Band 8B	0.7%	80.9%	18.4%	0.0%
Band 8C	5.3%	76.0%	18.7%	0.0%
Band 8D	5.0%	85.0%	10.0%	0.0%
Band 9	0.0%	44.4%	55.6%	0.0%
M&D Career Grade	0.0%	76.9%	23.1%	0.0%
M&D Consultant	0.3%	74.9%	24.6%	0.3%
M&D Junior Doctor	0.8%	93.5%	5.5%	0.3%
VSM & Ad Hoc	3.3%	60.7%	34.4%	1.6%
DSG - Ad Hoc	2.6%	83.1%	13.0%	1.3%
Grand Total	3.65%	82.47%	13.60%	0.28%

The distribution of staff who have declared a disability or long-term condition are relatively evenly spread across pay bands and staff groups. A key challenge is the low rates of declaration which will offer a limited picture.

3.8. Ethnicity: Total workforce



Our BAME staff representation is 37% which represent a 2% increase since 2022, and 6% of staff for whom ethnicity data is recorded as null/unknown and 57% white which is 2% reduction since 2022. Across the NHS nationally, 25.7% of the workforce with 74.3% white ([NHS workforce April 2023](#)). However, the BAME workforce in London is higher at 45% (London Workforce Race Equality Strategy 2020). At the moment our BAME staff representation is lower than the London average. Our apprenticeship learners at 55% BAME represents a higher proportion than the NHS London average workforce, delivering a more diverse pipeline for the future.

3.9. Ethnicity by staff group

Staff Group	BAME	12 month change	White	Not known
Add Prof Scientific and Technic	37.03%	1.9%	53.64%	9.33%
Additional Clinical Services	44.56%	1.1%	48.36%	7.08%
Administrative and Clerical	45%	1.5%	47.07%	8.20%
Allied Health Professionals	15.25%	1.0%	82.37%	2.37%
Estates and Ancillary	68.56%	0.7%	23.92%	7.52%
Healthcare Scientists	39.16%	0.8%	55.42%	5.42%
Medical and Dental	40.95%	4.2%	53.93%	5.12%
Nursing and Midwifery Registered	21.97%	1.3%	73.02%	5.01%
Grand Total	37.12%	1.96%	56.59%	6.29%

* Includes domestic staff insourced August 2021

The trends noted in last year's report have continued in that BAME staff continue to be very significantly disproportionately underrepresented in Registered Nursing and Allied Health Professionals, however we can see improvements on the previous report. The Trust continues its close working relationship with London Southbank University which is responsible for providing paediatric nursing students to the wards, in order to ensure that diversity is maximised at professional entry level.

BAME colleagues in nursing roles has increased to 22%, an increase from 20.69% in 2022.

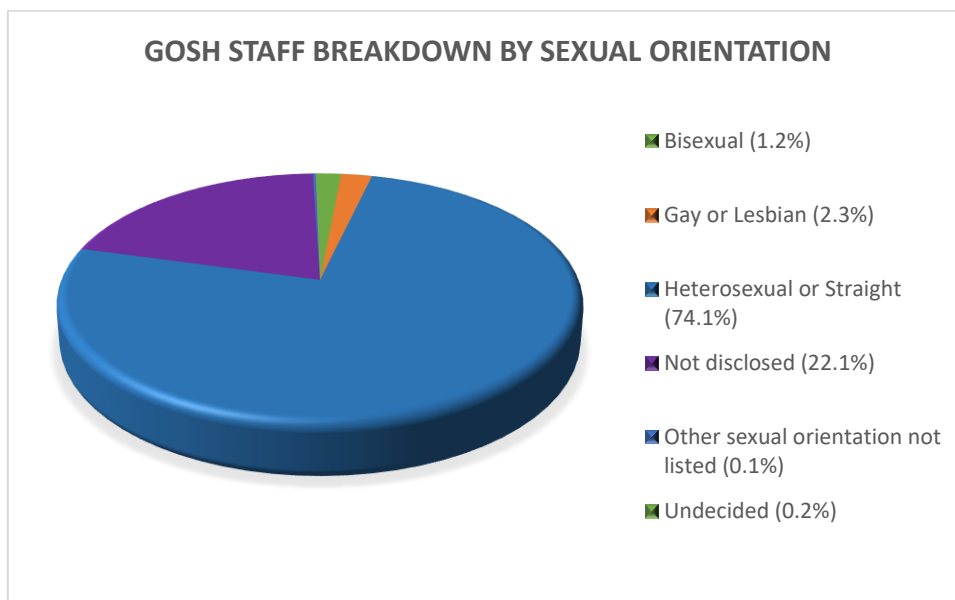
3.10. Ethnicity by pay band

The data shows that the highest percentage of BAME staff members are within pay bands 2-3, and domestic staff who have yet to transition over to Agenda for Change pay scales following their insourcing in August 2021. There remains an underrepresentation of BAME colleagues in pay bands 8A-9 and VSM level, however, there has been an increase in BAME representation at grades 8A, 8B and 8C over the last 12 months.

Pay band	BAME	BAME 12 month change	White	White 12 month change	Not known
Domestic staff	76.6%	-2.6%	14.3%	0.4%	9.1%
Band 2	67.7%	15.8%	24.6%	-18.0%	7.6%
Band 3	53.1%	1.1%	38.6%	-7.9%	8.2%
Band 4	47.3%	1.0%	43.3%	-9.0%	9.4%
Band 5	40.2%	3.5%	51.9%	-10.6%	7.9%
Band 6	27.0%	0.2%	68.1%	-4.1%	4.9%
Band 7	23.0%	3.0%	72.7%	-6.5%	4.3%
Band 8A	23.8%	0.3%	71.5%	-3.5%	4.7%
Band 8B	19.1%	3.0%	75.9%	-5.2%	5.0%
Band 8C	20.0%	5.0%	76.0%	-6.5%	4.0%
Band 8D	0.0%	-4.8%	95.0%	4.5%	5.0%
Band 9	0.0%	0.0%	100.0%	0.0%	0.0%
VSM & Ad hoc	37.7%	4.9%	49.2%	-6.0%	13.1%
M&D Career Grade	69.2%	22.5%	30.8%	-22.5%	0.0%
M&D Consultant	31.2%	2.1%	65.1%	-5.8%	3.8%
Grand Total	37.12%	1.96%	56.59%	-6.65%	6.29%

3.11. Sexual orientation: Total Workforce

As NHS organisations do not monitor trans/non-binary status and gender identity, the below chart captures the data of colleagues who identify as bisexual, gay and lesbian. Currently the LGBT staff representation is 3.8% (no change from the previous year) and we have 22.1% of staff for whom sexual orientation data is recorded as null/unknown



3.12. Sexual orientation by staff group

Staff Group	Bisexual	Gay or Lesbian	Heterosexual or Straight	Other sexual orientation not listed	Undecided	Not disclosed
Add Prof Scientific and Technic	2.3%	1.7%	72.3%	0.0%	0.3%	23.3%
Additional Clinical Services	2.8%	1.6%	78.2%	0.3%	1.2%	15.9%
Administrative and Clerical	1.0%	2.3%	76.4%	0.1%	0.4%	19.8%
Allied Health Professionals	1.0%	3.1%	71.9%	0.3%	0.3%	23.4%
Estates and Ancillary	0.9%	1.4%	70.4%	0.0%	0.0%	27.3%
Healthcare Scientists	1.5%	4.2%	68.4%	0.0%	0.3%	25.6%
Medical and Dental	1.0%	1.9%	76.8%	0.0%	0.0%	20.3%
Nursing and Midwifery Registered	1.7%	2.4%	77.4%	0.4%	0.2%	17.9%
Grand Total	1.5%	2.2%	75.5%	0.2%	0.3%	20.2%

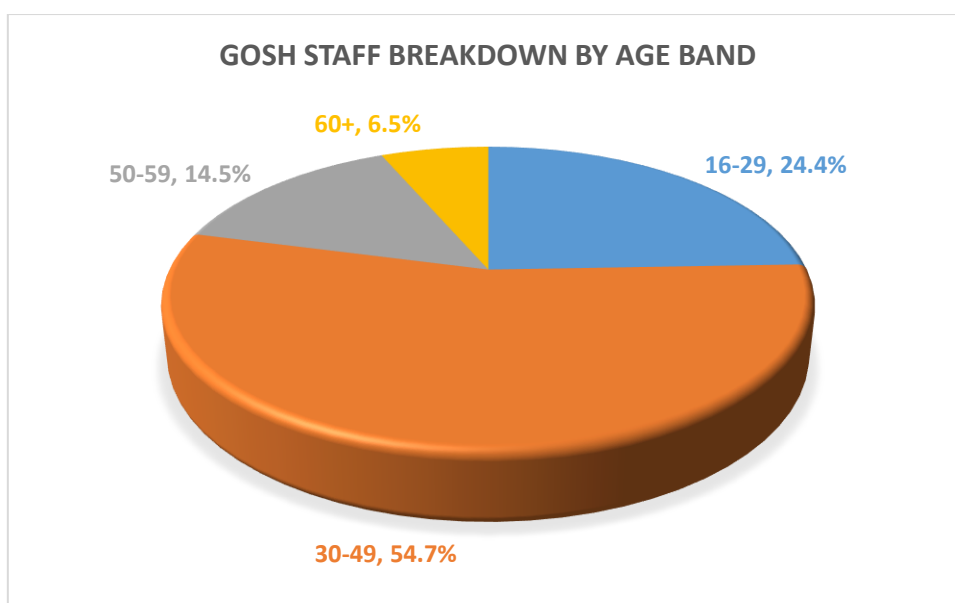
3.13. Sexual orientation by pay band

Pay Band	Bisexual	Gay or Lesbian	Heterosexual or Straight	Other sexual orientation not listed	Undecided	Not disclosed
Domestic staff	1.3%	0.0%	66.2%	0.0%	0.0%	32.5%
Band 2	0.9%	1.8%	70.1%	0.3%	0.3%	26.7%
Band 3	2.0%	1.8%	78.0%	0.2%	1.2%	16.9%
Band 4	1.5%	1.5%	75.6%	0.0%	0.2%	21.2%
Band 5	2.4%	1.1%	83.8%	0.5%	0.5%	11.6%
Band 6	1.5%	2.7%	77.6%	0.1%	0.3%	17.8%
Band 7	1.0%	3.3%	71.7%	0.1%	0.3%	23.4%
Band 8A	1.0%	3.7%	65.5%	0.5%	0.0%	29.3%
Band 8B	1.4%	3.5%	67.4%	0.0%	0.0%	27.7%
Band 8C	1.3%	2.7%	70.7%	0.0%	0.0%	25.3%
Band 8D	0.0%	5.0%	70.0%	0.0%	0.0%	25.0%
Band 9	0.0%	0.0%	55.6%	0.0%	0.0%	44.4%
VSM & Ad hoc	3.3%	3.3%	65.6%	0.0%	0.0%	27.9%
M&D Career Grade	0.0%	0.0%	69.2%	0.0%	0.0%	30.8%
M&D Consultant	0.0%	1.8%	63.8%	0.0%	0.0%	34.4%
M&D Junior Doctor	1.8%	2.1%	90.4%	0.0%	0.0%	5.7%
Grand Total	1.5%	2.2%	75.5%	0.2%	0.3%	20.2%

3.14. Age: Total Workforce

The data shows that the Trust continues to employ a relatively young workforce, with the majority of staff falling into 30-49 age bracket.

We are keen to support the retention of older workers and provides advice and policies to support this. However, we do know from exit surveys and leaving reasons data on ESR, that as staff become older and some decide to raise a family, they may move away from London and choose to work with locally based hospitals. The cost-of-living crisis which has impacted both on the cost of housing and travel has exacerbated this trend. The Trust offers a range of initiatives to try and retain such staff including a comprehensive flexible working policy, a staff hotel to support staff travelling long distances to work and on-site subsidised staff nursery, holiday play schemes and salary sacrifice childcare vouchers.



The trust continues to have a very young workforce with a quarter of the workforce under 30 and over half the under 50. This is in contrast to NHS average age 44 (according to the [Age in the NHS infographic](#)).

3.15. Age by staff group

Staff Group	16-29	30-49	50-59	60+
Add Prof Scientific and Technic	23.0%	58.0%	14.0%	5.0%
Additional Clinical Services	41.8%	41.6%	10.9%	5.7%
Administrative and Clerical	21.5%	53.3%	16.3%	8.9%
Allied Health Professionals	17.6%	66.4%	11.5%	4.4%
Estates and Ancillary	3.0%	44.9%	32.6%	19.6%
Healthcare Scientists	18.7%	60.5%	15.7%	5.1%
Medical and Dental	3.7%	71.9%	17.7%	6.6%
Nursing and Midwifery Registered	39.0%	50.5%	8.3%	2.2%
Grand Total	24.4%	54.7%	14.5%	6.5%

3.16. Age by pay band

Grade	16-29	30-49	50-59	60+
Domestic staff	2.6%	23.4%	51.9%	22.1%
Band 2	9.7%	47.2%	26.1%	17.0%
Band 3	36.1%	40.2%	15.5%	8.2%
Band 4	33.4%	43.0%	13.9%	9.6%
Band 5	57.8%	34.5%	5.1%	2.7%
Band 6	32.1%	55.5%	9.4%	3.1%
Band 7	11.0%	73.3%	12.4%	3.3%
Band 8A	3.7%	69.5%	19.6%	7.2%
Band 8B	0.0%	63.8%	25.5%	10.6%
Band 8C	1.3%	60.0%	29.3%	9.3%
Band 8D	0.0%	60.0%	25.0%	15.0%
Band 9	0.0%	33.3%	55.6%	11.1%
VSM & Ad hoc	6.6%	41.0%	27.9%	24.6%
M&D Career Grade	7.7%	46.2%	23.1%	23.1%
M&D Consultant	0.0%	54.5%	33.2%	12.3%
M&D Junior Doctor	7.0%	90.9%	1.8%	0.3%
Grand Total	24.4%	54.7%	14.5%	6.5%

Highest % in age group by pay band

The relative youth in our workforce means that potentially many of our managers will be first time managers. Over 10% of our band 7 staff, many of which will be ward managers are under 30. This makes it incumbent on GOSH to provide them with the appropriate initial and ongoing support and development for their new leadership role.

4. OUR PROGRESS

The GOSH equality, diversity and inclusion framework, “*Seen and Heard: Our Diversity and Inclusion Framework 2020-2022*” was published in 2020 and sets out our ambitions and priorities at an organisation-wide level. It builds upon the work that was already in place and demonstrates our commitment to diversity and inclusion for our workforce, the way we deliver our service and best patient care and our influence with stakeholders. It sets out what our workforce can expect from the organisation, leaders and from each other to foster a culture of inclusion, belonging and work differently by embracing new ways of working in teams, across organisations and sectors, supported by technology. Promoting and supporting diversity in the workplace is an essential aspect of good people management. We recognise that we must give our colleagues a powerful reason to stay and grow within GOSH, and this comes from a sense of belonging. We will reap the benefits of a diverse workforce through creating an inclusive culture that embraces different perspectives and celebrates diversity.

We worked to ensure that the strategy is aligned to our existing priorities and NHS values as well as the key objectives set out in the NHS People Plan and NHS Constitution. *Seen and Heard: Our Diversity and Inclusion Framework 2020-2022* is a living document, which is being reviewed in the latter part of 2023 in line with the new People Strategy which was published in July, in collaboration with the staff networks and leadership teams to ensure that it remains current in response to new challenges in demand and services.

It was developed from a range of sources which included involvement and engagement with colleagues, staff networks, quantitative information collected through the NHS Workforce Race Equality Standard (WRES), NHS Workforce Disability Equality Standard (WDES) and analysis of staff survey data; a review of policies and procedures to explore how diversity and inclusion values are considered across the organisation and a review of national drivers of best practice and benchmarking.

To identify gaps and challenges, monitor progress and hold the organisation to account for its delivery against key objectives and goals relating to diversity and inclusion a Diversity and Inclusion Steering Group was established as a formal sub-committee reporting through appropriate governance to People Planet Programme Board. The current and future Framework has supported and driven efforts to work towards developing an inclusive culture and move beyond compliance with equalities legislation to make GOSH an employer of choice for everyone.

The new Framework will continue to be structured around the key four key themes of:

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, education and training
3. Create 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

Below presented are examples which illustrate how we have considered diversity and inclusion in our work within each section. We are committed to building on this existing good practice to celebrate success and identify gaps and challenges.

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

The Workforce Race Equality Standard (WRES) was introduced by NHS England and the NHS Equality and Diversity Council in 2015. The WRES was developed as a result of evidence that NHS staff from a Black, Asian and Minority Ethnic backgrounds (BAME) have a poorer experience at work and have less opportunities than their white colleagues. Implementation of the WRES is a requirement for both the NHS Trusts and provider organisations. The WRES is a key component in how organisations measure their work to deliver tangible and lasting interventions to race equality and inclusion, as well as supporting how, as a Trust, we deliver on our obligations under the Public Sector Equality Duty (PSED).

WRES Indicator 9 - Percentage Difference between the organisations Board Voting membership and overall workforce									
	2021			2022			2023		
	White	BAME	Unknown	White	BAME	Unknown	White	BAME	Unknown
Voting Board Member % by Ethnicity	75	18.8	6.3	71.4	28.6	0	64.3	21.4	14.3
Executive Board Member % by Ethnicity	75	25	0	71.4	28.6	0	66.7	22.2	11.1
Overall Workforce % by Ethnicity	63.5	31.2	5.3	58.8	35.4	5.8	56.8	36.9	6.3

WRES indicator 9 captures the percentage difference between the organisation's Board voting membership and its overall workforce.

The table above shows the percentage of BAME representation at executive and board level. There have been improvements at both board and executive level since 2021, however there was a slight drop in 2023 but headway was made in reducing the number of unknowns. However, this is still below the BAME representation of the trust which stands at 36.9% and has grown year on year.

WRES Indicator 2 - Relative likelihood of staff being appointed from shortlisting across posts				
Relative Likelihood of white candidates being appointed from shortlisting compared to BAME	2020	2021	2022	2023
	2.25	2.09	20.5	1.82

We have seen an improvement in the relative likelihood of candidates being appointed from a BAME background since the last report in 2022, Staff from BME backgrounds are now less than twice as likely as white staff to be appointed from shortlisting.

In 2018 the Workforce Disability Equality Standard (WDES) was launched to in the NHS to improve the experiences of disabled staff working in and seeking employment in the NHS. This work is a fundamental part of our diversity and inclusion work and understanding how it affects our staff is hugely important to us.

WDES Indicator 2					
Relative likelihood of non-disabled candidates being appointed from shortlisting compared to disabled candidates	2020	2021	2022	2023	
		1.33	1.12	1.12	1.28

WDES indicator 2 shows that relative likelihood of non-disabled candidates compared to disabled candidates being appointed from shortlisting across all posts. The improvements made since 2020 were maintained through to 2023, however non-disabled are still more likely to be appointed by a significant margin.

Staff Survey Equality, diversity & inclusion Theme		2019	2020	2021	2022
	Trust Score	8.9	8.1	8.0	6.7
	National Average	9.2	7.0	8.3	7.0

The trust score of the NHS staff survey Equality, Diversity and Inclusion theme dropped to 8.8 in 2018 however increased to 8.9 in 2019 and a drop again to 8.1 in 2020 and 8.0 in 2021. Results from the 2023 survey will be available in early 2024. The score has dropped since the previous year, however despite a challenging context to the year, scores for the People Promise, *We are compassionate and inclusive* (from which this sub-score is derived) held in relation to other trusts within London and North Central London (NCL) Integrated Care Board (ICB)

Apprenticeships

The Trust continues its commitment to provide apprenticeship programmes for the whole of our workforce and have seen significant growth in the last two years to now have over 270 Apprentices, in over 40 different programs. Many career pathways are now complete from entry to degree level.

Apprenticeships are used to recruit local talent into the workforce with no prior experience and to develop our workforce of the future. Apprenticeships promote GOSH as a diverse and inclusive workplace by working alongside our local Council partners Camden and Islington as well as local employability programs, schools, and colleges. We have increased our recruitment from the local area and have higher statistics than the national average, for recruiting 16-24's year olds and employee's from BAME backgrounds.

The percentage of apprentices from a BAME background is currently 55% providing an additional diverse talent pipeline and an avenue to support GOSH's objective of creating a more inclusive culture.

Apprenticeships have grown from having 2 entry positions to now over 10, we now have full Apprenticeships pathways in Science, Allied health, Leadership and management, pharmacy, Nursing, Data and ICT.

This year 2023 has been particularly successful, we are one of the first NHS trusts nationally to qualify our first 8 Paediatric Nurses through the Apprenticeship route, In October we qualified our first 5 Play specialists.

Great Ormond Street Apprenticeships are seen as a trailblazer in the NHS and nationally, our Apprenticeship lead is part of the Apprenticeship diversity champions network.

Following on the back of our 2020 success of being awarded the 'Large Employer award' at the BAME Apprenticeship awards, we have been recognised in national awards year on year.

- National Apprenticeship award for Diversity and inclusion (AAC awards 2023)
- London Region- Large Employer award winner for Apprenticeships (This means we will be in the shortlist for the National awards in December out of 9 Regions)
- London Region – Highly commended in Apprenticeship recruitment
- National Apprenticeship Awards 2022
- Winner Diversity Award and National Finalist in Large Employer category
- BAME Apprenticeship Awards 2021
- Highly Commended Apprentice
- National Apprenticeship Awards 2021
- Winner London Regional Large Employer
- National Apprenticeship Awards 2021
- National Finalist Large Employer and Winner of Highly Commended Large Employer
- BAME Apprenticeship Awards 2021
- Finalist in (1) H&SC Employer (2) Large Employer, plus two apprentices in final
- BAME Apprenticeship Awards 2020
- Winner Large Employer of the Year

National Apprenticeship Awards 2020 - Apprentice Special Recognition Award

Apprenticeships have proven to increase the diversity of our workforce, they support better retention, they and provide an alternative development route for individuals and a route for ongoing educations throughout an individual's career. Apprenticeships featured heavily in the recent NHS 15-year workforce plan.

Great Ormond Street Apprenticeships have featured in the department of education national EDI toolkit and many of our Apprentices are national ambassadors.

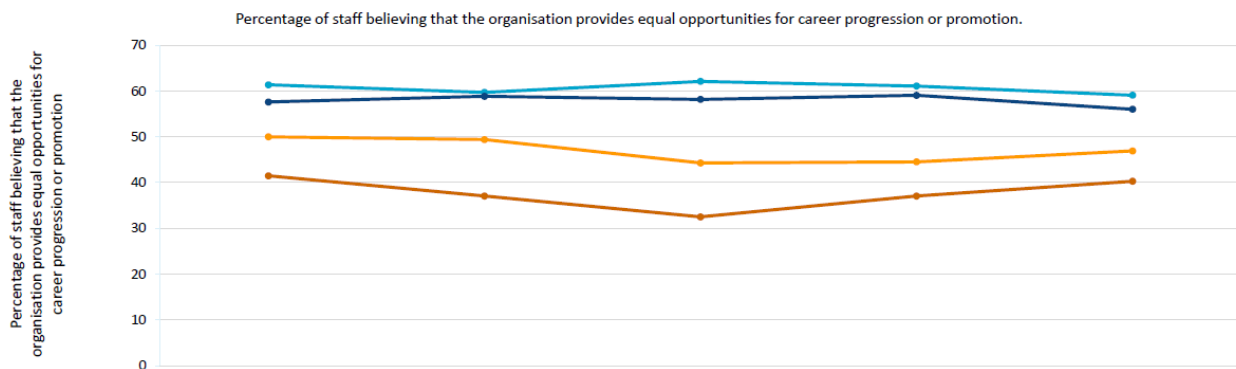
Debiasing Recruitment

The work around debiasing the recruitment process continues, driven by the Debiasing Recruitment working Group and the D&I Steering Group with the following progress made since the last report:

- New inclusive job description templates
- Debiasing Recruitment: Glossary
- New hiring managers' guidance and other important resources
- pre-interview checklist
- Seen and Heard Champions recruitment and trained and contributing to recruitment panel discussions for all posts at 8a and above.

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

The percentage of BAME staff believing that there are equal opportunities for career progression/promotion has increases from previous years by almost 3% to 40.3%. This is building on the 10% increase last year, however still lags behind the experience of white staff (56%).



	2018	2019	2020	2021	2022
White staff: Your org	57.6%	58.8%	58.2%	59.1%	56.0%
All other ethnic groups*: Your org	41.5%	37.1%	32.5%	37.1%	40.3%
White staff: Average	61.4%	59.7%	62.1%	61.1%	59.1%
All other ethnic groups*: Average	50.0%	49.4%	44.3%	44.5%	46.9%
White staff: Responses	1533	1691	1869	1878	1562
All other ethnic groups*: Responses	598	642	766	882	747

*Staff from all other ethnic groups combined

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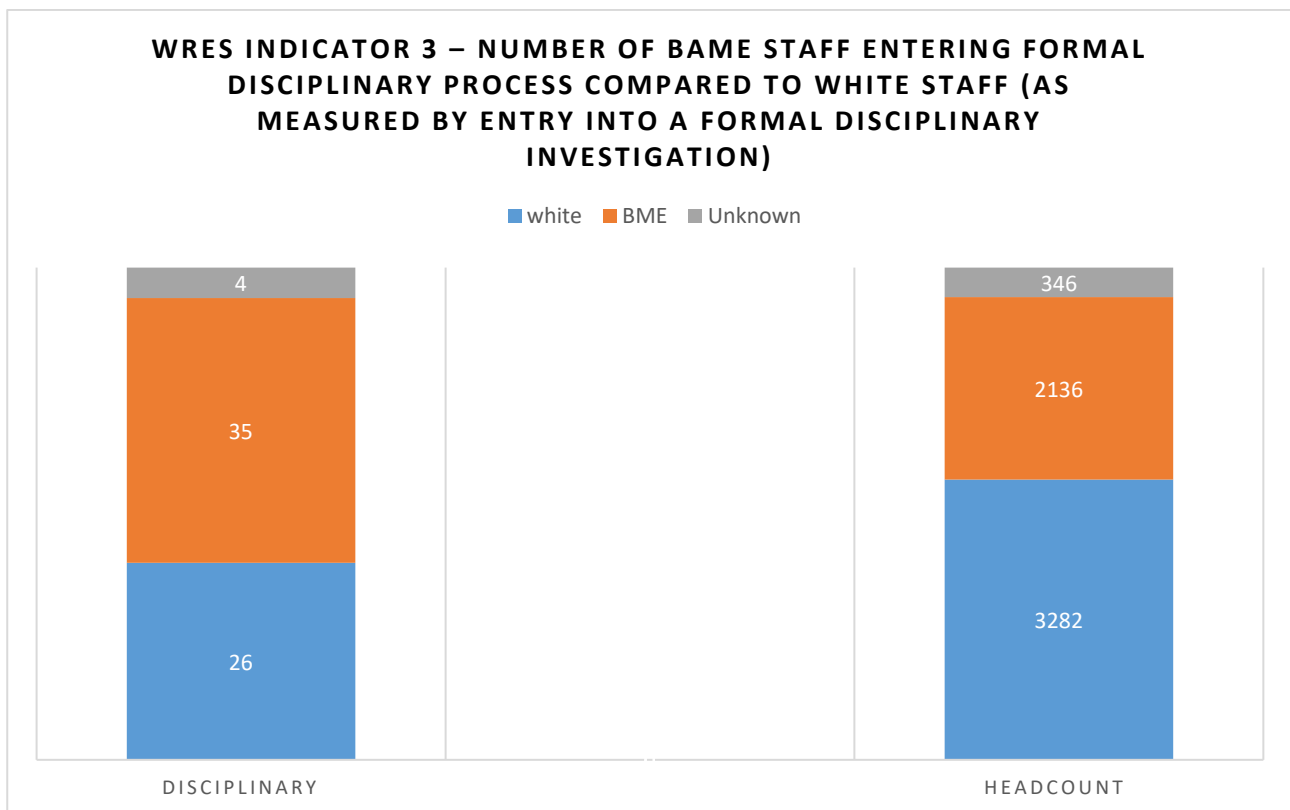
4.3. Theme 3: Create a more inclusive work culture for all to build understanding and connectivity and support value-based people management practice

The number of BAME staff entering the formal disciplinary process remained approximately the same in 2023 at 35 (34 in 2022). This was true for white staff also. This follows an otherwise decreasing trend since 2019.

A *Stop and Think, Triage System* using a Disciplinary Decision Tree questionnaire for employee relations cases to work with the manager at the outset to agree whether formal action is required and allocate the right level of Managers Advisory support /resource continues support the process and has been successful in not seeing last year increasing trend continue.

WRES Indicator 3 – Relative likelihood of Staff Entering Formal Disciplinary Process (as Measured by Entry into a Formal Disciplinary Investigation)				
Relative likelihood of Staff Entering Formal Disciplinary Process	2020	2021	2022	2023
	2.03	2.87	2.09	2.07

BAME staff continue to be significantly overrepresented in the formal disciplinary process however, as the chart below clearly shows.



Rebranding of the Staff Networks

In 2001/22 each of the four Staff Networks underwent a significant re-brand. Former civil servant and leading author of *The Incredible Power of Staff Networks*, Cherron Inko Tariah. Provided consultancy to the executive team and guided the next phase of GOSH's staff networks by advising that the following should be established:

1. Priority Matrix
2. Stakeholder Map
3. 'Network on a Page' template
4. Terms of Reference

These documents underpinned the Networks aims and objectives, and the Terms of Reference specifically can be found on each of the Network's Our Gosh intranet so that members can keep the Network accountable.

The rebrand was essentially a way for each of the Networks to be more accessible to collages at GOSH. They were forums at first, however

Originally, GOSH's staff networks were:

BAME Network - Black and Minority Ethnic. however, as BAME as it emphasises certain ethnic minority groups (Asian and black) and exclude others (mixed, other and white ethnic minority group, the network now rebranded as the *REACH Network*. This speaks to GOSH aims as a high performing organisation and that it is "reaching out" to ethnic minorities. REACH is also an acronym for 'Race, Ethnicity and Cultural Heritage" showing that the Network is a place for all nuances of ethnically diverse people and that culture and heritage is to be not only acknowledged but celebrated.

The LGBT+ and Allies Network. In recognition that there are multiple nuances and niches of the community that cannot all be addressed with an initialism. *The Pride Network* was created, to encapsulates the cultural notion of the Staff Network. The word 'pride' is an integral cultural concept within the Lesbian, Gay, Bisexual, Transgender, Queer, Intersex (LGBTQIA) movement. 'Pride' as a concept represents solidarity, collectivist, and identity as well as resistance to discrimination and violence. Hence why the network is now named the Pride Network.

D<HC (Disability and Long-term Health Condition) forum this was changed to *The ENABLED Network*. The former name did not capture the range of disabilities, neurodivergence, mental health disorder, developmental conditions. ENABLED however is an acronym of sorts meaning 'ENhancing ABilities and LEveraging Disabilities' putting more emphasis on the empowerment of those with disabilities.

The Women's Network retains the same title.

The past year the networks have been focused on consolidating their structures, new identities and working closer with the organisation on shared objectives.

A comprehensive list of network organised and sponsored events supported by the D&I team can be found in Appendix 1.

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

The Seen and Heard Diversity and Inclusion Framework and developed an implementation plan was launched in 2019 as a 3-year plan. A new three-year framework will be published in early 2024 based on the refreshed People Plan which was published in July 2023.

- The Diversity and Inclusion Steering Group which reports to the People Planet Programme Board, continues to drive the EDI agenda
- The Diversity and Inclusion Organisational Development Partner role was appointed to in December 2022 to lead on the EDI agenda across the organisation and on the implementation of the Seen and Heard D&I Framework
- We allocated £46,000 to support the four staff networks throughout the year (£11,500 per forum). Within each forum's budget, some of this budget is set aside to make "responsibility payments" to forum leads.
- New D&I pages have been established and populated on Our GOSH to pull together all D&I information
- Since the launch of the new GOLD learning platform, new sections specific to EDI have been created to house all relevant learning content and provides a unified area for all resources.
- Our OED team have been reviewing and developing new leadership and management development programmes to support our leaders and managers on issues such as diversity and inclusion, recruitment & selection and effective line management. One of the key threads running through of the new programmes will be inclusive and compassionate leadership as well as the practical skills required to lead effectively
- As part of recognition scheme, we continue to promote GEMS (GOSH Exceptional Member of Staff) and to celebrate the contributions of our members of staff to our allyship journey
- In July 2023 we held our first post covid long service celebration to celebrate our long serving members of staff. All staff with 10 years plus service at GOSH were acknowledged with a card and pin badge with their years of service (in 10-year intervals) on them. All staff with more than 20 years' service were invited to a celebration attended by members of the leadership team.
- The Staff Networks publish a communication and engagement plan for the year ahead and distributed to stakeholders
- Quarterly meetings scheduled between staff networks, executive sponsors and Mat Shaw – supporting amplification of employee voice an increasing visibility of staff networks and senior leaders
- Diversity and Inclusion session developed and delivered for the Band 6 development programme. Content: overview of Seen and Heard strategy; managing bias; The Equality Act 2010; privilege; effective allyship; leading inclusive teams, psychological safety



The Lagoon Team were our Team GEMS in December 2022

- Refreshed Terms of Reference for all staff networks, new ToRs focus on objectives and outcomes, and includes monthly timetable to support with management of facilitated hours. All committee roles and responsibilities reviewed. For example, REACH have introduced new 'Frontline Lead' roles and a WRES Lead.
- Elections process for network chair and vice chair roles created. Chair and vice chair tenure changed to 2 years and maximum 2 terms.

Other D&I related activities can be found in Appendix 2

5. OUR NEXT STEPS

Four key themes of the Seen and Heard Diversity and Inclusion Framework will continue to be our focus for the next year. Diversity and Inclusion Steering Group will take this work forward and the oversight of this work will be through the People Planet Programme Board.

The new three-year Seen and Heard Framework and corresponding delivery plan will be developed and launched in January 2024. The framework and plan will establish the actions and objectives of our EDI activities for the next three years. These actions will be developed in alignment with our staff networks, NHS People Plan, NHS Equality, Diversity and Inclusion Improvement Plan, staff survey and local identified needs.

Our staff networks as well as supporting and contributing to the plan, are asked to sponsor and champion key objectives which are of particular importance to their communities.

The activities and initiatives for the coming year will be

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

- Debiasing Recruitment- the next steps of this programme will include taking a more data driven approach by directing Seen and Heard Champions to particular campaigns where a challenges remain with regards to inclusive selection decisions as well as supporting with refreshed training for manager and increasing the pool of champions.

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

- Creating internal career paths for BME staff through Greater London Authority antiracism programme and enhanced career development support including mentoring and coaching

Creating a more inclusive work culture for all to build understanding and connectivity and support value-based people management practice

- Through the commissioning of all staff EDI webinars, an inclusive leadership focused leadership development programmes and enhanced EDI mandatory training.
- By encouraging more staff with disabilities of long-term conditions to declare so more proportionate levels of support can be offered that reflects our staff's needs
- By improving the accessibility of our estate. This includes ramps and hearing loops and the provision of gender-neutral toilet facilities
- Developing pronoun guidance

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

- Focusing on women's health issues including menopause and menstruation
- Supporting international staff through listening events and corresponding actions
- Strengthen employee voice through the introduction of routine staff network meetings

6. SUMMARY

From this review of our data, we can see that we have seen areas of improvement. Areas which haven't seen an improvement such as the number of BAME staff entering the formal disciplinary process has been mirrored by an increase in white staff also and further measures, such as the Stop and Think process have also been introduced. However, we have more work to do to improve the experience and opportunities of BAME colleagues and colleagues with disabilities regarding access to career progression, and we need to attend to every step of the internal and external recruitment process to reduce bias.

This period of recovery following the Covid pandemic also presents challenges system wide. Increasing levels of fatigue and the cost-of-living crisis all represent challenges for many of our staff but will be more keenly felt by in lower pay bands where disabled and BAME staff are overrepresented. GOSH maintains and introduced a number of initiatives to support staff during this period including:

- Employee Assistance Programme (EAP) who provide among a large range of services, counselling services, debt and budgeting advice
- On-site Citizens Advice Bureau service
- Hardship Fund

We recognise that we have significant non-disclosure about disability and LGBT+ information which, whilst we are similar to the NHS in this respect, will be a priority in the next 12 months to enable us to fully understand the diversity of our people. We will also take particular interest in the annual staff survey results which will start to be available from January 2024, earlier than in previous years, increasing our window for analysis and action, with full benchmarking with other Trusts later.

We are pleased to continue with our debiasing recruitment programme which will provide a structure for how bias can be eliminated at each stage of the recruitment and selection process. This initial work will take several key steps with the introduction of the De-Biasing Recruitment eLearning module which will be mandated for all recruiting managers to complete and the Seen and Heard Champions providing guidance and an alternative voice at recruitment panels

7. Appendix 1- Staff Network Events

The staff networks held a series of events supported by the D&I team.

The REACH Network:

- **Friday 22nd April 2022 - 'Stephen Lawrence Day: Nairobi Thompson - Poetry, Legacy & Reflection'**. Described as a poet of our time, Nairobi is a published writer, academic editor, and a passionate performance poet. This talk commemorated the life and legacy of a young Black man whose murder, and subsequent mishandling of the investigation and case left a significant and indelible mark on the United Kingdom
- **Wednesday 27th July 2022 - 'South Asian Heritage Month Keynote Speech - Jaspreet Kaur, author of 'Brown Girl Like Me: The Essential Guidebook and Manifesto for South Asian Girls and Women'**. Jasmine Kaur is an award-winning spoken word artist, history teacher and writer from London. She is passionate about gender issues, taboo subjects and encouraging positive social change in both the Asian community and wider society
- **Wednesday 3rd August 2022 - The Self-Care Writing Workshop held by Andreena Leeanne**. Andreena is a Black Lesbian Lived Experience Speaker, Writing Workshop Facilitator & Poet who helps organisations with their inclusion and wellbeing strategy by speaking about intersectionality, authenticity, allyship and facilitating writing workshops on self-care
- **Tuesday 4th October 2022 - African Yoga session** in Weston House
- **Thursday 20th October 2022 - Black Owned Business Marketplace in the Lagoon**
- **Wednesday 19th October 2022 - 'Child Q: For the Sake of a Smell' presented by Marcia Smikle**, Head of Safeguarding Children at Homerton University Hospital Foundation trust. This talk focused on the Child Q incident, inappropriate strip searches, children's rights and how we can prevent this happening to children again
- **Friday 21st October 2022 - Live Steel Pan performance** at the entrance of GOSH
- **Tuesday 25th October 2022 - 'Black History Month Event - Demystifying Psychology' with Jillian Jagessar** - With rates of mental health higher in some ethnic groups, the session explores where mental health currently is in the UK regarding its Black population. The session covered a background – mental health inequality in ethnic minority people, genetics, biological factors and mental health, social determinants and their impact on mental health, discrimination, and its impacts on health and what will help to improve mental health
- **Wednesday 26th October 2022 - Winter Lime** at the Sky Garden - A Caribbean Social
- **Monday 31st October 2022 - 'Black History Month event - Shaun Wallace'** - Shaun is an English barrister, lecturer, and television personality. He is one of the six "chasers" on the ITV quiz show The Chase. He delivered a talk at GOSH to discuss his personal experiences on TV for Black History Month

The Women's Network:

- **Thursday 31st March 2022 - 'Women's History Month and International Women's Day - A Comedy Event' with Francesca Martinez**. Francesca is an English comedian, writer, and actress. She has cerebral palsy and often incorporates her disability into her comedy material.
- **Wednesday 1st March 2022 - Wellbeing Wednesday Webinar on Women at Work** - Guest speakers, Helen Bircumshaw (Research and Policy Coordinator at the Women's Organisation in Liverpool) and Lisa Mennie (Chair of the GOSH Women's Network). Reflections on how gender inequality still affects women's lives and wellbeing today and will touched on a range of important topics that affect women in the workplace, including the gender pay gap, women's health, employment, and empowerment

- **Wednesday 23rd November 2022 - Safeguarding Group.** The Women's Network hosted a safe space discussion group where colleagues were encouraged to express how their safety could be improved when working at GOSH
- **Friday 25th November 2022 - Self-defence class** - Following on from the safeguarding group, the Women's Network joined up with the Institute Krav Maga to offer a limited number of GOSH staff a free self-defence taster session. The session was well attended
- **Tuesday 31st January 2023 - GOSH Women's Network launch 'Super Woman' Career Development Programme.** The GOSH Women's Network welcomes applications from all female staff members to the inaugural 'Super Woman' Career Development Programme. The programme includes 4 x 1hr action focused private coaching sessions with an experienced career coach to help you work through career dilemmas and decisions such that ultimately, you achieve greater confidence and improved personal effectiveness
- **Tuesday 8th March 2023 - International Women's Day** - The Women's Network produced a video to commemorate this day, asking colleagues what equity means to them
- **Thursday 16th March 2023 - Panel Discussion – Women and Imposter Syndrome** As part of the celebrations for Women's History Month, the Women's Network hosted a frank and open panel discussion on imposter syndrome. Tracy Lockett, Chief Nurse, and senior sponsor of the Women's Network, was joined by four women from across the organisation to discuss imposter syndrome, how it has impacted them and their careers and how it intersects with their experience as a woman in the workplace.
- **Monday 20th March 2023 - Representation in Medicine - Dr. Khadija Owusu.** Dr Khadija Owusu is an award-winning Leader, International Speaker, and Junior Doctor. She is a change agent, a voice for thousands of Black and Ethnic minority aspiring medics, medical students, and doctors as she works to tackle issues on equality, diversity, and inclusion.
- **Tuesday 28th March 2023 - Women's Network AGM** – This AGM was also joined by Kalpana Fitzpatrick, an award-winning journalist with extensive experience in financial journalism.

The Pride Network:

- **Thursday 7th July and Tuesday 19th July 2022 - 'LGBTQ+ Basic Awareness Training'.** The Pride Network organised a half day interactive, informative, and thought provoking face-to-face/ virtual workshop via GOLD. The training was delivered by Dr Jamie Willo, Darzi Fellow and ACP accredited Child and Adolescent Psychoanalytic Psychotherapist working with Sussex Partnership NHS Foundation Trust in Children services for over 10 years. Jamie allows participants to experience how it may feel to be in the shoes of an LGBTQ+ person in our society, and highlights the difficulties faced on a day-to-day basis by LGBTQ+ people
- **Wednesday 15th February 2023 - LGBT+ History Month: NHS England: Trans Basic Awareness Event by Tash Oakes-Monger** - Tash Oakes-Monger from NHS England facilitated a presentation on the key terminology, key concepts and health inequalities of the Trans and Non-Binary communities
- **Wednesday 22nd February 2023 - LGBT+ History Month: Pansexual and Queer identities by Fox Fisher** - Fox spoke about pansexual and queer identities, and answer questions from attendees

The ENABLED Network:

- Jane Hatton is an award-winning social entrepreneur who has worked in diversity and inclusion for over 25 years. Her expertise cuts three ways: as a diversity consultant, as an employer, and as a disabled person. Jane founded the recruitment company Evenbreak which connects inclusive employers with talented disabled people. She came to GOSH on several occasions to deliver some tailored sessions:
 - **Monday 9th May 2022 - 'What is Disability?'**

- **Monday 6th June 2022 - 'Inclusive Workplace'**
- **Monday 4th July 2022 - 'Supporting Disabled Colleagues'**
- **Monday 8th August 2022 - 'Workplace'**
- **Monday 5th September 2022- 'Disability Etiquette'**
- **Thursday 12th May 2022 - 'ENABLED Annual General Meeting'** featured talks from each executive member of the network, a little about their role, history and why they joined the Network. The AGM also featured Diane Lightfoot who is the CEO of Business Disability Forum
- **Wednesday 30th November 2022 - Dr. Amit Patel presents a Disability History Month Conference event** - The Network hosted a hybrid event joined by Dr. Amit Patel, best-selling author of 'Kika & Me: How One Extraordinary Guide Dog Changed My World. He came and described his journey from medical school, to losing his eyesight, and his life now
- **Friday 16th December 2022 - Dr Helen Griffiths, Head of Psychological Services, Psychological Impact of Disabilities** with Dr. Helen Griffiths delivered a session about the psychology of living with a disability.
- **UCLH Psychological Services: ENABLED collaborated with UCLH Psychological services** to bring a range of virtual sessions focused on discussing the challenges of mental well-being, disability, and the workplace, to develop staff understanding of disabilities and support. The first of these sessions was
 - **Monday 27th March 2023 - Mental Health and Work-life Balance**

Additionally, the Enabled Network have been helping to amend the Sickness, Leave and Absence Policy with support from the Business Disability Forum.

Collaborative events between networks highlighting intersectionality:

- **Friday 27th January 2023 REACH and ENABLED LGBT+ History Month 2023: Holocaust Memorial Day, Remembering LGBT+ Victims of the Holocaust** - Andrea Carlo spoke about the often-forgotten LGBT+ victims of the Holocaust.
- **Wednesday 8th February 2023 - REACH and ENABLED and Women's LGBT+ History Month: Asexual and Aromantic Awareness, Yasmin Benoit** - multi-award-winning asexual activist Yasmin Benoit delivered a presentation on asexual and aromantic identities
- **Thursday 30th March 2023 - REACH and Women's and ENABLED REACH, ENABLED and Women's Network event: ADHD amongst Black Women - Abigail Agyei** – Abigail Agyei is an award-winning policy advisor and neurodiversity advocate currently working at the Department of Health and Social Care. She has over nine years' experience working with community groups and marginalised and under-represented groups and is incredibly passionate about amplifying the voices of intersectional identities and discussing how they lived experiences are shaped in the world.

8. Appendix 2 -Other D&I related activities

Partnership with Business in The Community

We have begun a partnership with Business in The Community (BITC) who are the UK's largest and most influential responsible business network dedicated to building a fairer world. Their support for GOSH will include tailored support, advice, initiatives to create greater inclusivity within our workforce and drive long term change.

New Freedom to Speak up Guardian (FTSUG)

Kiera Parkes started working as Freedom to Speak Up Guardian in March 2023. She has a background in paediatric nursing and has worked in a variety of clinical specialties (at GOSH and other hospitals) before moving into the Patient Safety Team in 2013. As the new FTSUG, she is here to offer confidential support to staff who might want to discuss and raise concerns about patient care and safety, or things that affect their working life. Kiera can also come and talk to different staff groups about 'speaking up' and 'listening up', so if departments or teams have any study days planned, she can explain the importance of speaking up there.

Diversity in Healthcare Programme

GOSH was also chosen to partake in the NHS Confederation's Diversity in Healthcare Programme. The Diversity in Health and Care Partners Programme supports health and care organisations to create more inclusive workplace cultures, where uniqueness of beliefs, backgrounds and ways of living are welcomed and celebrated. The programme has supported over 300 organisations over the last decade, encouraging collaborative working, sharing innovation and best practice, and making change happen. The programme is built on a foundation of experience, and it provides thought leadership, tools, and tips to help put GOSH at the forefront of equality, diversity, and inclusion (EDI) practice.

It supports:

- leaders to integrate the latest sustainable diversity and inclusion practices
- the creation of culturally appropriate and inclusive services to meet the needs of a diverse range of patients and care services users
- organisations to be the best employers and service providers they can be
- efforts to achieve the requirements of NHS and other external benchmarks and standards.

Gender-Inclusivity Task and Finish Group

A new board-approved task and finish group which would be looking at gender inclusivity in the organisation was set up with the to make the organisation more inclusive for those of all genders, including those who identify as trans and non-binary, and it will have a lifespan of 12 months. A list of members, Terms of Reference and Action Plan has been established.

Greater London Authority Anti-Racism Programme

GOSH was chosen as one of ten healthcare organisations to be part of the Greater London Authority, Mayor of London Anti-Racism Design Lab. The programme launched in January 2022, the Design Lab is a bespoke, design-led 10-month Equity, Diversity and Inclusion (EDI) programme based on participative action on Anti-racism and the dynamics of change for companies, sectors, and the wider community of London. The Design Lab works with large businesses to tackle the underrepresentation of Black, Asian, and Minority Ethnic (BAME) groups in London's labour market. The Design Lab 2023 is open to 30 leading London organisations to benefit from the latest evidence and thinking on Anti-racism and EDI. Supported by top experts GOSH will receive training, coaching and resources with the opportunity to collaborate, co-design, and drive practical change in your business, your sector and across the London economy. The programme will equip the execs with know-how, reusable tools, and practical plans. Other local NHS trusts on this programme include Kings College Healthcare, Guys and St. Thomas and Royal Free. Three leads (two individuals from HR and one individual from the REACH network) have been chosen for this project.

De-Biasing Recruitment and Selection Toolkit

The debiasing of internal and external recruitment processes was one of the key priorities identified in the 10-year London Workforce Race Strategy published in October 2020. In August 2021 the NHS London Debiasing Recruitment toolkit was launched to provide a structure for how bias can be eliminated at each stage of the recruitment and selection process. The purpose of this toolkit is to ensure all those involved in recruitment and selection of NHS staff in London are aware of how bias exists within recruitment and selection processes and what actions they can take to ensure the process is equitable and bias is eliminated at each stage from job design to onboarding. In December 2021, a project group was established with colleagues from across Human Resources, Communications and representatives from both staff side and staff networks. Since inception, the project group has assessed each stage of the recruitment and selection process and subsequently developed a toolkit of resources to support hiring managers with making fair recruitment decisions. The toolkit includes a recruiting managers guide to fair recruitment, an updated job description template, interview question guide, pre and post interview checklist and suggested reasonable adjustments during the recruitment process. All GOSH job adverts now include a diversity and inclusion statement demonstrating the Trust's commitment to diversity and inclusion.

In November 2022, an e-learning package was launched on GOLD and in March 2024, the requirement will be that all colleagues involved in recruitment and selection will be expected to be completing the e-learning module and will not be able to participate in recruitment activity until they have undergone the training.

The project group also developed the 'Seen and Heard Champion' role. The champions, who are all existing GOSH staff, received specialist training from an external training provider to support shortlisting and interview panels to ensure processes are free from bias and fair and equitable selection decisions are made. The role of the Seen and Heard Champion is to provide advice to recruitment panels on fair recruitment. They will act as a panel member to offer alternative insights and contribute to the 'picture' of the candidate. The champions will support the panel to recognise the potential for inherent biases in the process and provide advice and guidance on how they can make fair recruitment decisions. The chair of the panel (usually the hiring manager) will ensure that they provide a presence from outside the local management hierarchy, with the ability to question selection decisions and feel less pressure to submit to 'group think'.

So far, we have had an abundance of Seen and Heard Champions who have sat on interviews for Band 8A and above positions. Going forward, we hope to have the Seen and Heard Champions will even partake in the shortlisting stage of selection as our data shows that there are some areas of the trust where shortlisting stage is where there is a less likely chance of BAME and disabled candidates proceed to interview stage, and in some areas of the trust, the issue is both the shortlisting stage and the interview stage.

REACH Listening Event

On 13th September 2023, the REACH Network hosted a listening event which aimed to give ethnic minority colleagues at GOSH a safe space to share their experiences of direct/indirect racism at GOSH. The attendees were from various professions/occupations all of whom shared their lived experiences of racism at GOSH. All stories shared are treated in the strictest confidence. Ongoing themes in this listening event were noted.

Workplace Equality Index with Stonewall

The GOSH Pride Network has been working on their Workplace Equality Index. The experts in LGBTQ+ inclusion at Stonewall have created a sophisticated scoring system in which they have provided feedback to GOSH, enabling us to understand what's going well and where we need to focus our efforts. GOSH ranked 174th with a score of 45 out of 200 and we were awarded a Silver Award.

Policies Amended

A policy sub-group has been developed by HR. Policies that have a focus on D&I such as the *Health and Wellbeing Policy* and the *Early Resolution Policy* are being thoroughly reviewed so that they are more appropriate for all colleagues at work. Policies reviewed with network input include:

- Uniform Policy review completed
- Parental Policy review completed
- Grievance and Dignity at Work policies;
- Early Resolution Policy;
- New templates and guidance created for Equality Impact Assessments for staff network contribution to policy review (awaiting sign-off). This is to enable an inclusive approach to people policy development
- Sickness Policy reviewed collaboratively with D&I, ENABLED and BDF. Policy is more inclusive with removal of Bradford Scores and emphasis on individuality and inclusive language