

1.0 Introduction

- 1.1 The Equality Act 2010 simplifies equalities law into one single source of Statute. In addition to the Act, the statutory Equality Duty came into force in April 2011 which applies to all public sector bodies. As a Trust, we are legally required to demonstrate that we comply with the Equality Act and are meeting the Equality Duty through; the work we do, Trust Board's involvement in this work and through publishing a range of equalities data on an annual basis.
- 1.2 To comply with the first specific duty of the Act, the Trust is legally required to annually publish equality data relating to both service users and staff. The latest data via the GOSH website: www.gosh.nhs.uk/about-us/equality-and-diversity/.
- 1.3 The second part of the specific duty requires the Trust to prepare and publish specific and measurable equality objectives. This paper provides an update against the objectives as agreed by the Trust Board in 2016, and an update on Equality, Diversity and Inclusion activity undertaken throughout 2018/19.

2.0 GOSH Workforce Equality Objectives for 2016 to 2020

- 2.1 The themes below were chosen to form equality objectives through staff engagement events during 2015 and as a result of NHS Equality Delivery System (EDS2) scoring showing that they scored within the "underdeveloped" grade.

Objective 1 – to increase the overall visibility of the Trust Board and Senior Leaders

Objective 2 - to develop the understanding of managers and employees in recognising and managing Harassment & Bullying in the workplace, with the longer term intention of a reduction in the instances of bullying and harassment concerns being raised by staff.

Objective 3 - To improve the representation of BAME staff in senior posts

3.0 Progress During 2018

Objective 1: Increase the overall visibility of the Trust Board and Senior Leaders

Progress to date

The measure of success is the percentage of staff reporting effective communication between senior management and staff via NHS Staff Survey. The Staff Survey 2018 score against this metric was 34.5%. A deterioration of 2.3% when compared with the 2017 survey. GOSH scored below average when compared with other acute specialist trusts, the average for this group is 46.2%.

Actions During 2018

Whilst positive changes in the staff survey results are yet to be achieved, a new Executive Team has been established in early 2019 and the following actions implemented:

- New format CEO staff briefing sessions
- Executive and Directorate Leadership Team visibility walk rounds continue to be well established
- CEO blog and new style all staff emails
- CEO monthly physical and virtual 'open door' due to launch shortly
- GOSH celebrated and communicated its strategy in the Open House event during Oct 2018
- Breakfast with the CEO events held during 2018.
- Senior Trust leaders supported Black History Month, and LGBT+ history month
- Three staff inclusion forums established each with a visible and engaged Executive Sponsor.

Objective 2: To develop the understanding of managers and employees in recognising and managing Harassment & Bullying in the workplace, with the longer term intention of a reduction in the instances of bullying and harassment concerns being raised by staff.

Progress to date

The results of the 2018 staff survey continue to show that there is still much work to do around addressing and reducing harassment and bullying across the organisation, with 22% of respondents indicating they have experienced harassment, bullying or abuse from colleagues.

Actions During 2018

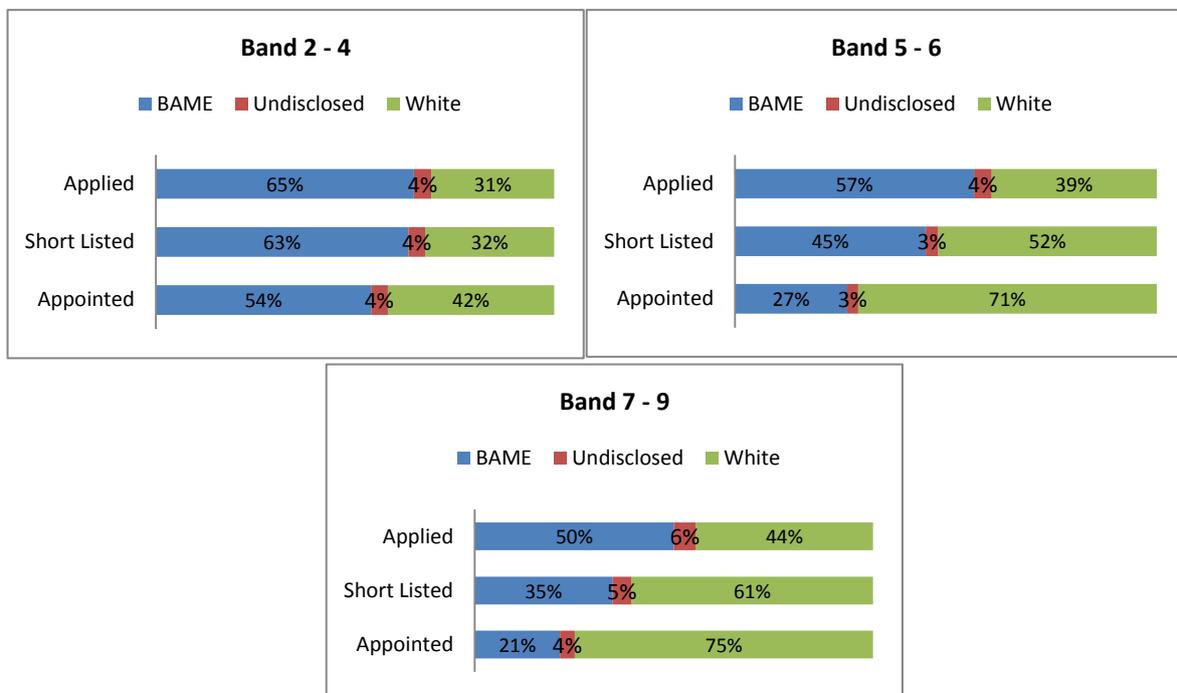
- THE GOSH Freedom to Speak Up (FTSU) Ambassador service has been well established and a FTSU Guardian was appointed in Jan 2018. The service has been used by staff to raise harassment and bullying concerns during 2018.
- A learning process following the conclusion of a formal case of harassment and bullying was introduced by the Employee Relations team to determine whether issues could have been identified / addressed earlier and to promote shared learning between managers
- Facilitated workshops on banter and behaviour have been developed and delivered as a targeted intervention. These will be made available to teams on a case by case basis.
- The Dignity at Work Policy was reviewed, with particular attention paid to the 'tone of voice' used.

Objective 3: To improve the representation of BAME staff in senior posts

Progress to date

As of 2018 the overall proportion of staff at GOSH from BAME background was 29%, whilst in senior posts the proportion was 22%. This shows an improvement from 2016 when the figures were 27% and 16% respectively.

However, there continues to be disparity in the proportion of BAME candidates progressing through the stages of recruitment when compared to white candidates across all three pay band ranges.



There have been some improvements apparent across two pay bands compared with 2017:

BAME applicants	% Appointed 2017		% Appointed 2018	
	Bands 2 – 4	45%	Bands 2 – 4	54%
Bands 5 – 6	25%	Bands 5 – 6	27%	
Bands 7 – 9	23%	Bands 7 – 9	21%	

Actions During 2018

- BAME staff were supported to apply for the national “Step Up” and “Ready Now” leadership development programmes.
- The BAME Forum has worked with the Organisational Development team to engage with the Trust’s new Career Mentoring programme and BAME staff are represented in the first cohort of trained mentors
- In 2018 unconscious bias training was given to Clinical Excellence Award panel members to promote fair and robust decision making; this is also reflected in the Trust’s recruitment and PDR training content

4.0 Equality, Diversity & Inclusion Activity 2018-2019

4.1 Staff Inclusion Forums

Two forums were established in 2018: LGBT+ and BAME forums. The GOSH Women’s forum launched in March 2019 and a Disability / Long Term Health Conditions forum will launch during 2019. These Forums were introduced as a way of improving staff experience by supporting the Trust’s strategic aim of ‘Attracting and retaining the right people through creating a culture of inclusivity that enables us to learn and thrive’ as well as enabling the staff voices to be better heard, particularly those from protected groups.



Headlines from the LGBT+ Forum

- Walked at Pride 2018 for the first time and have applied for places in 2019.
- Celebrated LGBT history month during February 2019 which involved lots of events for members and the raising of the Rainbow flag at GOSH; the first time this has happened in the Hospital’s history.
- Worked with Epic to clarify how sex and gender information should be captured.
- Held numerous social events for member

Headlines from the BAME Forum

- Forum launched Autumn 2018; currently 143 members and membership growing through events
- A representative from the BAME forum is working with NHS England on Workforce Race Equality Standard initiatives across the country
- Two of the Executive Forum members have secured places on national leadership development programmes



4.2 Other Equality, Diversity & Inclusion Activities

- In 2018 we undertook an all-staff staff survey allowing everyone to have their voice heard and tell us about their experiences.
- Close links have been forged with colleagues at ICH in order to benefit from shared learning and opportunities for GOSH staff.
- Eight Project Search interns graduated in 2017 and a further seven are on the 2018/19 scheme. The Scheme connects GOSH with the local community to support young people with learning disabilities obtain work and life skills
- A pre-disciplinary investigation checklist has been implemented to ensure consistency and fairness of approach before a decision to formally investigate under the Disciplinary Policy is made. This is particularly important as the GOSH WRES data, in common with many other trusts in the London region, shows disparity between the disciplinary rates between white and BAME staff.
- The Trust maintained its Disability Committed status

5.0 Future Plans

- Developing new set of Equality Objective, to apply from 2020 onwards. This will be led by the Inclusions forums – with engagement across the organisation
- Creation of the GOSH People strategy – including specific actions related to Diversity & Inclusion
- Launch of the Disability and Long Term Health Conditions staff inclusion forum
- Achieve Disability Confident Employer (Level 2) status
- Refresh and relaunch of the GOSH Always Values & Behaviours