



**Gloucestershire Health and Care**  
NHS Foundation Trust

# A Model Employer: Increasing black, Asian and minority ethnic representation at senior levels across Gloucestershire Care Services NHS Trust

Reviewed and Updated by Gloucestershire Health and Care NHS Foundation Trust

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## **1 Background**

- 1.1 There exists a huge reservoir of talent which is not being tapped into by the barriers that are often placed in the way of staff development and opportunities. Greater diversity and inclusion improve opportunities to tap into that diverse talent pool. The NHS is at its best when it reflects the diversity of the country and where the leadership of organisations reflects its workforce.
- 1.2 Research shows that organisations that have diverse leadership are more successful and innovative than those that do not. Employees who feel valued are more likely to be engaged with their work, and diversity at senior levels increases productivity and efficiency in the workplace. Such organisations are better placed to reduce health inequalities of our diverse communities and leads to better patient care, satisfaction and outcomes.
- 1.3 This document sets out the ambitious challenge of ensuring black and minority ethnic representation at all levels of the workforce across Gloucestershire Health and Care NHS Foundation Trust. This includes leadership being representative of the overall black, Asian and minority ethnic workforce by 2028. The document outlines both the aspirational goals for the Trust, as well as a comprehensive and holistic set of objectives to support the NHS, as part of our existing Workforce Race Equality Standard (WRES) programme of work. The Trust is required to report annually on its WRES data, and it's progress towards achieving these ambitions and targets.
- 1.4 The content of this document presents the Trust's commitment to meet the aspirations on improving black, Asian and minority ethnic representation across the workforce and at leadership positions, as set out in both the NHS Long Term Plan and within the WRES 'Model Employer' leadership representation strategy.
- 1.5 The Model Employer scheme supports the national 'Implementing the NHS Workforce Race Equality Standard (WRES)' leadership strategy which sets targets for senior leadership representation up to 2028. However, the initial data was developed prior to the Trust's organisational merger and therefore existed as two separate data sets. This document presents the combined, refreshed data (as of 2022) for the Trust as a whole.
- 1.6 Please note that in line with a number of NHS organisations and the consultation undertaken by the NHS Race Observatory, the Trust has made a commitment not to use abbreviations when referring to staff from specific ethnic groups. Therefore, although the tables refer to our black, Asian and minority ethnic staff as "BME", (these were developed in 2018) our report removes the acronym and will spell this term out in full.

## **2. The Need for Accelerated Improvement**

- 2.1 Since its introduction in 2015, NHS England's WRES programme has been providing direction and tailored support to the NHS, enabling organisations to continuously improve their performance in this area.
- 2.2 The WRES has required NHS Trusts to annually self-assess against nine indicators of workplace experience and opportunity, and to develop and implement robust action planning for improvement.
- 2.3 WRES data for the last three years shows year-on-year improvement for black, Asian and minority ethnic staff on a range of indicators. Increasing the representation of black, Asian and minority ethnic staff at senior and leadership levels across the NHS

is an area that requires further accelerated support. The overall black, Asian and minority ethnic workforce in the NHS is increasing, however this is not reflected at senior positions where there is an acute under-representation.

- 2.4 Aspirational goals to increase black, Asian and minority ethnic representation at leadership levels, and across the pipeline, will reinforce the existing WRES programme of work.

### 3 The 10-year ambition modelling

- 3.1 Table 1 shows the Gloucestershire Health and Care NHS Foundation Trust workforce by ethnicity in 2018

This table shows the data from the two legacy organisations at March 2018

TABLE 1	Total Headcount	Overall %	% known ethnicity
BME workforce	330	7.1	7.2
White workforce	4237	91.7	92.8
Unknown workforce	54	1.2	
Total	4621		

- 3.2 The table above shows the legacy Trust's staff breakdown by ethnicity as at 31 March 2018. The staff are split into three broad ethnic categories: black and minority ethnic, 'white' and 'unknown'. The ethnic categorisation follows the national reporting requirements of Ethnic Category as outlined in the NHS Data Model and Dictionary, and as used in NHS Digital data.
- 3.3 Table 2 shows the goal setting for bands 8a-Very Senior Managers (VSM) black, Asian and minority ethnic recruitment for Gloucestershire Health and Care NHS Foundation Trust

TABLE 2	Proportion of BME workforce (n) <sup>1.8</sup>	Additional BME recruitment over the next 10 years to reach equity	Total BME staff in AfC band by 2028 to reach equity
Band 8a	2.5% (4)	4	8
Band 8b	1.8% (1)	4	5
Band 8c	0.0% (0)	4	4
Band 8d	7.1% (1)	2	3

The table above shows the additional recruitment of black, Asian and minority ethnic staff required, in Agenda for Change (AfC) bands 8a to VSM, to achieve equity of representation at the Trust by 2028.

- 3.4 Table 3 shows the goal setting trajectory for bands 8a-VSM black, Asian and minority ethnic recruitment for the Trust.

TABLE 3	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Band 8a	4	4	4	5	5	5	6	6	7	7	8
Band 8b	1	2	2	3	3	3	4	4	4	5	5
Band 8c	0	0	0	1	1	1	2	2	3	3	4
Band 8d	1	1	1	1	1	1	2	2	2	3	3

The table above shows the 10-year trajectory to reach equality by 2028 for AfC bands 8a to VSM. The numbers show the required staff in post for each year. Progress against the data in the above table will be looked at by the WRES team and national regulators, and therefore needs to be a focus of the Trust's action plans on an annual basis.

#### 4. Current performance: 2021/2022 update

4.1 Table 4 shows the number of staff in post in 2021 and 2022 compared to 2019 trajectory ambition for the Trust

Note data taken 01 April 2021 & 01 Feb 2022

TABLE 4 GHC	2021 actual	2022 actual	2023 ambition	Gap
Band 8a	4	4	4	-
Band 8b	1	2	2	-
Band 8c	0	0	0	-
Band 8d	1	1	1	-
Band 9	0	0	1	1
VSM	1	1	2	1

The table shows there had been a very slight increase in the number of black, Asian and minority ethnic staff in AfC bands 8a and 8c, however these figures are an improvement on the legacy Trust's 2019 data (in the original report). The Trust is on track to deliver equity by 2028 at Bands 8a to 8d, although further improvement is needed at Band 9 and VSM.

4.2 The WRES team will continue to support the Trust to review our aspirational targets and trajectories every three years.

#### 5. Key Points of Consideration

- The initial data source for the above modelling was the two legacy Trust's workforce data from their respective 2018 WRES submissions
- The Modelling assumptions:
  - Assumed no change in the number of staff in the organisation over the next ten years (but this information has now been refreshed in the report, based on the new Trust's staffing data).
  - Assumes constant number of employees and leavers per year based on data between March 2017 and March 2018.
  - The model considers the number of black, Asian and minority ethnic recruits to replace leavers and increase representation up to equality by 2028.
  - Black, Asian and minority ethnic staff proportions are recorded as a total of known ethnicities.
- The above model presents the aspirational goals relating to managerial staff on the Agenda for Change pay scale.
- Staff and staff-side within the Trust, and other key stakeholders will be engaged in a meaningful way regarding the strategic direction of travel going forwards.