

**NHS Equality Delivery System (EDS2022)**

**Domain 3: Inclusive Leadership**

**EDS Ratings & Scores**

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| Refer to Pages 25 to 31 in the [EDS Ratings and Score Card Guidance](https://www.england.nhs.uk/wp-content/uploads/2022/08/EDS-2022-ratings-and-score-card-guidance-v2.pdf) for a full explanation of the new rating and scoring procedure and to ensure ratings and scores are correct.  Each outcome must be scored and all scores of all outcomes added together. This will provide the overall score and the EDS Organisation Rating. Ratings in accordance to scores are below: | |
| **Undeveloped activity** – **organisations score 0** **for each outcome** | Those who score **under 8,** adding all outcome scores in all domains, are rated **Undeveloped** |
| **Developing activity** – **organisations score 1 for each outcome** | Those who score **between 8 and 21,** adding all outcome scores in all domains, are rated **Developing** |
| **Achieving activity** – **organisations score 2 for each outcome** | Those who score **between 22 and 32,** adding all outcome scores in all domains, are rated **Achieving** |
| **Excelling activity** – **organisations score 3 for most outcomes** | Those who score **33,** adding all outcome scores in all domains, are rated **Excelling** |

| **Domain 3** | **Outcome** | **Evidence** | **Score/**  **Rating** | **Owner/Lead** |
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| **Inclusive Leadership** | **3A: Board members, system leaders (Band 9 and VSM) and those with line management responsibilities routinely demonstrate their understanding of, and commitment to equality and health inequalities** | The Trust has an Equality, Diversity and Inclusion (EDI) Strategic Group that is Chaired by the Executive Director of Organisational Development (OD) and Human Resources and which reports into the Trust Board Workforce Committee. Membership includes Senior Leaders across different professions, including Nursing, Clinical, Staff Side Council, General Management, Human Resources and Staff Networks. The Group meets bimonthly. With regards to patients, the Trust has a Patient Experience Sub-Committee that is Chaired by the Chief Nurse and which has an EDI standing agenda items. The Committee reports into the Trust Board Quality Assurance Group and includes membership from across Corporate Nursing, Patient Experience Team, Quality and Key Specialist Leads and meets bimonthly. The two EDI streams of work join and collaborate through the EDI Manager and Nurse Lead on EDI meeting monthly on a one-to-one basis. In addition, there is the Health Inequalities and Public Health Group, which connects to the EDI agenda through EDI representation on their membership. Work is underway to embed actions affecting the workforce and patients that come out of the Core20PLUS5 approach of the group.  Board Members and Senior Managers visibly show their commitment to equality and health inequalities across the Trust through a series of formal and informal walkarounds where they are able to convey their commitment to Trust values ‘The Leeds Way’. Internal communications including ‘Our Week’ bulletin provide examples and celebrates success against care and behaviours in line with the values. One of the five values is to be ‘Fair’.  Board Members, system leaders and those with line management responsibility protect time and engage in Inclusive Conversations as a team to identify in a psychological and supportive space areas for improvement as a team in relation to inclusion specifically.  All new starters receive a welcome from the Chief Executive on their first day at LTHT who emphasises the importance of The Leeds Way and the Executive Director of Organisational Development and Human Resources brings alive the value to be Fair through sharing their own experience, encouraging all staff to take accountability and stretch their comfort zone, consciously and proactively removing blind spots we all have as human beings.  Reciprocal Mentoring and Staff Network Executive Sponsors provide Board Members and system leaders with the opportunity to visibly show their commitment to EDI and to broaden their understanding.  The Trust Chair and Executives have considered the NHSE EDI Improvement Plan and are in the process of setting individual EDI objectives.  Opportunities for staff to navigate good people management fundamentals have been created, where behaviours are addressed and challenged in line with the Leeds Way Values including:   * Management Fundamentals Toolkit * Kindness and Civility Toolkit * Health & Wellbeing Conversations * Inclusive Conversations | **2**  **Achieving** | **Head of HR – Organisational Development and Culture**  **LTHT Public Health Consultant** |

| **Domain 3** | **Outcome** | **Evidence** | **Score/**  **Rating** | **Owner/Lead** |
| --- | --- | --- | --- | --- |
| **Inclusive**  **Leadership** | **3B: Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed** | Trust Board consideration and approval of comprehensive equality information on an annual basis, including key findings and key actions to address any inequalities identified.  All reports to the Trust Board and formal Committees follow a standard reporting template requesting confirmation that there has been due regard to equality and confirmation of equality impact assessment and outcomes.  Due regard to equality is required for approval of all policies and procedures by the Policy, Procedure and Review Group, which has delegated authority from the Executive Team and which has membership including the EDI Manager. In organisational change projects involving staff, senior HR officers support line managers in undertaking their duty to prepare equality impact assessments on the proposed change and to then take this into consideration in implementing that change.  Draft Equality and Health Inequality Impact Assessment currently out for consultation, initially on planning projects within the Trust, including:   * Service development business cases * Operational transformation programmes * Clinical service strategies * Proposed patient facing digital innovations | **2**  **Achieving** | **Head of HR – Organisational Development and Culture**  **LTHT Public Health Consultant** |

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| --- | --- | --- | --- | --- |
| **Inclusive**  **Leadership** | **3C: Board members and system leaders (Band 9 and VSM) ensure levers are in place to manage performance and monitor progress with staff and patients** | Appraisal training guides where Managers are requested to consider how their staff demonstrate the Leeds Way behaviours, including the value to be ‘Fair’ and where it is considered unsatisfactory Managers are further guided to identify the necessary remedial action, for example, individual feedback and training. As mentioned above, opportunities for staff to navigate good people management fundamentals have been created, where behaviours are addressed and challenged in line with the Leeds Way Values including:   * Management Fundamentals Toolkit * Kindness and Civility Toolkit * Health & Wellbeing Conversations * Inclusive Conversations   Provision of comprehensive Organisational Learning Prospectus inclusive of suite of EDI Training and leadership training that provides tools, support and guidance in creating an inclusive work environment free from discrimination. The incorporation of the EDI Team within the recently established Organisational Development and Culture Department enables the support to Managers to be streamlined and strengthened.  Senior leaders are supported and held responsible for EDI implications through their HR Business Partner and Deputy HR Business Partner, including those implications linked to the WRES, WDES and NHS Rainbow Badge Assessment. HR Business Partners in turn connect with the OD & Culture Department to determine and commission solutions. | **2**  **Achieving** | **Head of HR – Organisational Development and Culture** |