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**NHS Equality Delivery System**

**Goal 4 ‘Inclusive Leadership At All Levels’**

**Self-Assessment 2022/23**

|  | **Goal Four**  **Outcomes** | | **Activity/ Action / Project** | **Actual or anticipated outcome/ improvement** |
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|  | 1. | Boards and senior leaders conduct and plan their business so that equality is advanced, and good relations fostered, within their organisations and beyond | The Trust has an Equality, Diversity and Inclusion (EDI) Strategic Group that is Chaired by the Executive Director of Organisational Development 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, 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. | Leadership, direction and support is provided regularly on the EDI agenda |
|  | Board Members and Senior Managers are visible across the organisation 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 ‘Start The Week’ bulletin provide examples and celebrate success against care and behaviours in line with the values. One of the five values is to be ‘Fair’. | Board Members and Senior Managers demonstrate and regularly remind staff of the importance and expectation that staff are fair |
|  | Board Members 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. To date Trust Board have had two Inclusive Conversations. | Board Members lead by example in ensuring inclusion starts with themselves as a team |
|  | 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. | Board Members and Senior Managers demonstrate and regularly remind staff of the importance and expectation that staff are fair |
|  | EDI Communications Plan including staff and patient engagement/feedback wrapped around key cultural events consistently provide opportunities for Board Members and Senior Leaders to demonstrate support of particular areas of equality. |
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|  | Trust Board consideration and approval of comprehensive equality information on an annual basis, including key findings and key actions to address any inequalities identified. | Trust Board comprehensive knowledge of inequalities for which the Trust is responsible for |
|  | Refer to Goal Three and Outcomes 1 (Free From Discrimination People Priority), 3 (Reciprocal Mentoring) and 4 (Staff Network Executive Sponsors) | |

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|  | 2. | Papers that come before the Board and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed | 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 in the making of key decisions that have an impact on staff, patients, carers and the public |
|  | 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. | Inequalities identified and mitigated as far as reasonably possible in the development and approval of policy, procedure and service change |
|  | A robust risk assessment and management is in place across the Trust where corporate functions and Clinical Service Units present their risks and mitigating actions. Consideration of equality risks are incorporated into these discussions where appropriate with the support of the Patient Experience Team and Senior HR Business Partners. | Equality risks identified and mitigated as far as reasonably possible within CSUs |
|  | 3. | Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination | Appraisal training guides Managers 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, training. | Staff explicitly supported by Managers in ensuring that they demonstrate behaviours that are fair to all |
| 4. | 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. | Provision and encouragement of fit-for-purpose equality-related training support |
|  | Refer to Outcome 1 and the EDI Communications Plan | Staff increasingly actively involved in different cultural events throughout the calendar year |