Board of Directors - Public

SUMMARY REPORT	**Meeting Date:** 26ᵗʰ January 2022
	Agenda Item: 17

Report Title:	**NHS Equality Delivery System 2022**
Author(s):	Liz Johnson – Head of Equality and Inclusion
Accountable Director:	Caroline Parry Executive Director of People
Other meetings this paper has been presented to or previously agreed at:	**Tier 2 Group** — Proposals on progressing the EDS 2022 were considered by the Inclusion and Equality group.
	Committee — Proposals on progressing the EDS 2022 were considered by the People Committee
	Date: 16ᵗʰ December 2022 and 10ᵗʰ January 2023
Key points/ recommendations from those meetings	• A proposal to look at Domain 3 using 360 audit was supported • A proposal to continue to align Domain 2 to the People Strategy and People Strategy Implementation Plan was supported • A proposal to take forward a review of how to approach Domain 1 and in particular place engagement and co-production at the heart of the proposal was accepted • The chair of the Inclusion and Equality Group requested that a commitment was made to ensure that the above three areas would be progressed to conclusion within a six-month timeframe. Proposal to progress the proposed approach to People Committee and Board was supported.

Summary of key points in report

The Equality Delivery System

- The Equality Delivery System is focused around three 'Domains'

1) Commissioned or provided services

2) Workforce health and well-being

3) Inclusive leadership

- It is a tool to support the NHS to respond to the Equality Act 2010 Public Sector Equality Duty, is a requirement in the NHS Standard Contract (SC 13.5 Equity of Access, Equality and Non-Discrimination) and is intended to align with the Leadership and Capability and People themes within the NHS oversight framework 2022/23. April 2022 – 22/23 is a transitional year in introducing a

refreshed EDS. NHS organisations are expected to use the EDS to help improve equality performance for service users, communities, and staff.

Implementation under draft guidance in 2022/23

- In 22/23 our aim was to implement the EDS under draft guidance, we have progressed our approach but encountered some challenges, these are associated with availability of sufficient data and that consideration is ongoing at the time of this report about how the new EDS will be progressed in new NHS systems regionally. The draft national guidance is still undergoing development until the end of February 2023.

- The new EDS will be mandatory in the 2023/24 financial year.

This report highlights progress and proposes how the EDS will be progressed to full implementation in 2023/24:

EDS Domain 1 (Services)

- This report highlights that review is ongoing to March 2023 of how to approach Domain 1 (Services) this is being progressed through the Inclusion and Equality Group with in particular focus on how to place engagement and co-production at the heart of any approach.

Domain 2 (Workforce)

- This report highlights action that has been taken to progress the EDS in 2022/23 by aligning Domain 2 (Workforce) to the People Strategy Implementation plan 2022/23. This report proposes that alignment of Domain 2 (Workforce) to the People Strategy and People Strategy Implementation Plan is maintained in 2023/24.

Domain 3 (Inclusive Leadership)

- To review Domain 3 (Inclusive Leadership) through 360 audit in Quarter 4 of 202/23 or Quarter 1 of 2023/24 and use this as a benchmark to update and refine action.

The report includes reference to existing action plans (2022/23) relevant to the three domains of the above.

Recommendation for the Board to consider:							
Consider for Action	x	**Approval**		**Assurance**	X	**Information**	X

It is recommended that:

1. Board are assured that our organisation is responding to the requirement of the NHS Standard Contract SC13.
2. Board are assured that governance is in place to support implementation of the NHS Equality Delivery system version 2022.
3. Board are assured that progress is being made in implementing the new EDS in anticipation that this will be mandatory in its new form from 2023/24.

Please identify which strategic priorities will be impacted by this report:					
Covid-19 Getting through safely	*Yes*		*No*	**X**	
CQC Getting Back to Good	*Yes*		*No*	**X**	
Transformation – Changing things that will make a difference	*Yes*	**X**	*No*		
Partnerships – working together to make a bigger impact	*Yes*	**X**	*No*		

Is this report relevant to compliance with any key standards?					State specific standard
Care Quality Commission	*Yes*	**x**	*No*		The EDS technical guidance notes the aim that the EDS aligns with the CQC
Data Security and Protection Toolkit	*Yes*		*No*	**X**	
Any other specific standard?		**x**			The Equality Act 2010 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. The NHS Standard Contract SC13 Equity of Access, Equality and Non-Discrimination

Have these areas been considered? YES/NO					If Yes, what are the implications or the impact? If no, please explain why
Service User and Carer Safety and Experience	*Yes*	**x**	*No*		EDS Domain 1 includes outcomes related to patient safety and experience. relevant to service users are included in this report
Financial (revenue &capital)	*Yes*		*No*	**X**	There are no direct implications for expenditure related to the content of this paper
OD/Workforce	*Yes*	**X**	*No*		EDS Domain 2 is focused on Workforce and EDS Domain 3 is relevant to leadership and OD
Equality, Diversity & Inclusion	*Yes*	**X**	*No*		See section 4.2
Legal	*Yes*	**X**	*No*		Compliance with section 149 of the Equality Act 2010 (the Public Sector Equality Duty) and the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.
Environmental Sustainability	*Yes*	**X**	*No*		Has been considered and there are no areas of relevance in this report.

Title	The NHS Equality Delivery System 2022

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Section 1: Analysis and supporting detail

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1.1 Background

This report provides information about progress in responding to the NHS Equality Delivery System (EDS) 2022 as required under the NHS Standard Contract.

The NHS Equality Delivery System (EDS)

The NHS Equality Delivery System is defined as a 'tool' to support the NHS to respond to the Equality Act 2010 Public Sector Equality Duty. The EDS has been under national review and in April 2022 draft technical guidance was provided to NHS organisations on implementing the updated and revised EDS (EDS 2022). 2022/23 has been defined as a transition year for organisations look at how to apply the original EDS 2022 in a new way and in a new and developing NHS system.

A core principle of the new and previous EDS is that the tool is intended to help NHS organisations, in partnership with local stakeholders, to review and improve their performance for people with characteristics protected by the Equality Act 2010. The EDS is also intended, through its structure to generate regional and local conversations about what is working well and what is not working so well, enabling organisations to make improvements. The stated aim of the EDS is to assist local NHS organisations, in discussion with local partners including local populations, to review and improve their performance for patients, service users and the broader public.

The EDS is a requirement of the NHS Standard Contract (SC13.5 Equity of Access, Equality and Non-Discrimination), and is intended to align with the Leadership and Capability and People themes within the NHS oversight framework 2022/23. All NHS organisations are expected to use the EDS to help improve equality performance for service users, communities, and staff.

NHS organisations were encouraged to start to use the new guidance and templates from April 2022 and to make as much progress as possible during 2022/23, in preparation for a 'full cycle' year starting in April 2023. This report to Board therefore provides and update on our progress. The EDS 2022 technical guidance and process is still under review, this report includes information about the draft guidance as of amendments dated 7th December 2022. Suggestions for improvement nationally, through ongoing engagement with relevant organisations and members of the workforce, are still being taking into consideration until 28 February 2023.

EDS Structure

The EDS comprises eleven **Outcomes** spread across three **Domains**:

1) Commissioned or provided services

2) Workforce health and well-being

3) Inclusive leadership.

The intention of the EDS is that the outcomes are evaluated, scored, and rated using available evidence and insight and the ratings provide assurance or point to the need for improvement.

The EDS is designed to encourage the collection and use of evidence and insight across the range of people with protected characteristics described in the Equality Act 2010 and therefore helps NHS organisations to meet the public sector equality duty (PSED) and to set their equality objectives.

The updated EDS aims to align with the new and developing NHS system and to align with other NHS equality policy including the Workforce Race and Disability Equality Standards.

The EDS does not replace or provide a single route for meeting the statutory requirement for NHS organisations to identify and set measurable equality objectives under the Equality Act 2010 and related Regulations.

EDS Outcomes

Each EDS Domain has a set of outcomes, and the published EDS technical guidance provides details of evidence required in order to achieve each of the eleven outcomes. The Outcomes are outlined in **Appendix 1** of this report**.** An EDS 'score card' document provides details of the required evidence to support achievement of each outcome from ranging from evidence indicating 'underdeveloped' to 'excelling'.

The table below is then used to calculate a proposed EDS 'score'. Organisations are expected to share their evidence and proposed interpretation of the evidence and score with stakeholders, following this consultation/engagement the score is finalised and an agreed score is then collated resulting in the organisations overall EDS rating which is then published with an action plan for improvement.

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 each outcome	Those who score **33,** adding all outcome scores in all domains, are rated **Excelling**

Summary of the EDS Process

Organisation /System gathers evidence for Domains 1 and 2. Oganisation arranges independent review for domain 3

Evidence is reviewed and a score card rating proposed for the three domains. Final Score card rating is agreed with stakeholders

Using the calculations provided in the technical guidance a organisation rating is finalised and published with an action plan

Section 2: Risks

Risk in relation to our progress and proposals below is limited due to the current version of the EDS being in being in draft form and not being mandatory until 2023/24, although we are still required to respond to the EDS generally.

Section 3: Assurance

3.1   Governance

In May 2022, the terms of reference of the Inclusion and Equality group were reviewed so that they aligned with the three Domains of the EDS including alignment with reporting across workforce and service areas. This is reflected in the action plans referenced in Appendix 2 -4.

Domain 1

The Inclusion and Equality group agreed that there would be a focus on two service areas for Domain 1 (focus on two service areas was in line with the draft national guidance issued in April 2022).

– **The Perinatal Mental Health Service**

– **The Early Intervention Service**

In September 2022, the Inclusion and Equality group had also proposed establishment of an EDS Domain 1 (Services) sub group, when we started to review our evidence for Domain 1 however our initial review indicated there was not sufficient data available, for example around safety and experience, this meant that we did not have enough data to meaningfully review these areas across the specific characteristics expected by the EDS. An alternative proposal

to develop a data sub group covering service and workforce data was discussed by the Inclusion and equality group however it was agreed that developing a service focused data sub group might be duplicating work already progressing through the PCREF.

The aim was also to follow the proposed EDS process including sharing our findings with key stakeholders. We aimed to work with other NHS provider organisations in sharing and discussing our findings with services users, their families, and external stakeholders. This has not progressed as planned however, in part to do with lack of clarity in the current national guidance as to the role of the organisations in the wider NHS system and developing ICB structure.

ACTION: This has been discussed in the Inclusion and Equality group and the current proposal of the group is to align work on improving data with action being undertaken related to the Patient and Carer Race Equality Framework

ACTION: A meeting and been convened through the regional EDI structures with the national EDS implementation lead to discuss how this can be progressed at a system level. The EDS national draft guidance was also updated (7th December 2022) to take account of feedback generally about this point.

ACTION: The Inclusion and equality group is now providing a more effective governance route and further discussion is planned to look at ways of aligning work on EDS Domain 1 with action led by the Director of Quality.

ACTION: In 2023 we will undertake engagement to refresh our legally required Equality Objectives this will be a good opportunity to align engagement and consultation.

Due to lack of specific data the Inclusion and Equality group felt that our current EDS score for the two services across the Domain 1 outcomes was undeveloped, however this does not reflect our organisation progress in some key areas such as the PCREF and Rainbow Badge Phase II. For this reason, we propose to wait for publication of the final EDS technical guidance and the outcomes of the proposed system discussions in January 2023 before progressing our 2023/24 EDS plan.

Domain 2

There is already a significant amount of systematically reviewed information /evidence available for Domain 2 (WRES, WDES, Gender Pay, Staff Survey) and a number of actions are already in place linked to our People Strategy Implementation Plan. In April /May 2022 we reviewed our existing evidence for Domain 2 and aligned our 2022/23 People Strategy Implementation Plan against the Domain 2 outcomes. (Appendix 2).

ACTION: The People Strategy is currently being refreshed we aim to continue to align Domain 2 with the People Strategy, this is supported by a proposal to have a specific section of the strategy focused on Equality Diversity and Inclusion.

ACTION: In 2023/24 we will align consultation on our workforce equality objectives with the EDS outcomes and cross reference relevant areas of the People Strategy (for example workforce wellbeing)

Domain 3

In April /May 2022 the outcomes of Domain 3 were initially scoped against the People Strategy Implementation plan (Appendix 4). The EDS draft technical guidance however expects that for Domain 3 there is an independent review. We initially planned to progress Domain 3 by peer review with Sheffield Teaching Hospitals, this has not been progressed in this financial year, however.

ACTION: This paper proposes that independent review should initially be taken forward through 360 audit in either quarter 4 2022/23 or quarter 1 2023/2024 to provide a benchmark position before action is updated and incorporated into the refreshed People Strategy implementation plan.

3.2   Benchmarking

The Eds has been discussed at regional and national level and there is no indication that the areas that lack clarity noted in the report above are out of line with other similar NHS organisations. Different organisations appear to have different approaches but we aim to work in collaboration with our local NHS provider organisations and EDI regional lead.

3.3   Engagement

As noted above engagement with stakeholders is fundamental to the EDS however current guidance encourages collaboration across systems rather ethe requiring this, it is important that any engagement with wider stakeholder groups is meaningful and not repeated across the NHS local system. Reviewing how best to progress this is the subject of the proposed discussions with the national lead and OCB colleagues due to take place in January 2023

Section 4: Implications

Strategic Aims and Board Assurance Framework

4.1   This paper is relevant to the strategic aim of Transformation - Changing things that will make a difference

Equalities, diversity, and inclusion

4.2   The NHS Equality Delivery System is defined as a 'tool' to support the NHS to respond to the Equality Act 2010 Public Sector Equality Duty.

The Public sector equality duty (s.149 of the Equality Act 2010) requires public organisations, in carrying out their functions, to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010 to:

(a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Equality Act 2010.

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The main body of this report is therefore specifically relevant to Equality Diversity and Inclusion for staff and service users.

Financial

4.3   There are no specific financial considerations associated with this particular report

Compliance - Legal/Regulatory

4.4   The EDS is a requirement of the NHS Standard Contract (SC13.5 Equity of Access, Equality and Non-Discrimination), and is intended to align with the Leadership and Capability and People themes within the NHS oversight framework 2022/23.

Section 5: List of Appendices

Appendix 1 – EDS Domain Outcomes

Appendix 2 - EDS Domain 2 Action Plan 2022/23 Aligned with the People Strategy Implementation Plan

Appendix 3 – EDS Domain 1 Action Plan 2022/23 Aligned with the People Strategy Implementation Plan

Appendix 4 – EDS Domain 3 Action Plan 2022/23 Aligned with the People Strategy Implementation Plan

Appendix 1 – EDS Domain Outcomes

EDS Domain 1 Outcomes

1A: Service users have required levels of access to the service

1B: Individual Service User's health needs are met

1C: When Service Users use the service, they are free from harm

1D: Service Users report positive experiences of the service

Suggested data breakdown
- Age: under 10 years, 11 to 16 years, 16 to 24 years, 25 to 34 years, 35 to
- 44 years, 45 to 54 years, 55 to 64 years, 65 to 74 years, 75 to 84 years, 85
- years and over
  - Gender (sex): female and male
  - Ethnicity: White and BAME
- Disability: Disabled and not disabled

EDS Domain 2 Outcomes

2A: When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions

2B: When at work, staff are free from abuse, harassment, bullying and physical violence from any source

2C: Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source

2D: Staff recommend the organisation as a place to work and receive treatment

Suggested data breakdown
as per Outcome 1 and including:
- 'staff health data'
- WRES; WDES;
- Staff Survey data

EDS Domain 3 Outcomes

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

3B: Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed

3C: Board members, system and senior leaders (Band 9 and VSM) ensure levers are in place to manage performance and monitor progress with staff and patients

- Scoring in Domain 3 should be independently tested, that is, by a third party with no direct involvement in managing or working for the organisation(s), alongside trade union.

Appendix 2 – EDS Domain 2 Action Plan 2022/23 Aligned with the People Strategy Implementation Plan

EDS Domain 2 Action Plan 2022/23 Aligned with the People Strategy Implementation Plan

Objective: To achieve the highest possible rating for Domain 2 of the NHS Equality Delivery System (Workforce Health and Wellbeing)

When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions*
(EDS Outcome 2A)

Task	Owner	Timeframe - Start	Timeframe - End	Status
Ensure that *Know Your Numbers* includes a focus on staff with Protected Characteristics where evidence shows they are disproportionately affected	Sally Hockey	28/02/2022	30/04/2023	on track
Embed use of our Health and Wellbeing Passport and Carers Passport including measuring take up by gender, ethnicity, and disability.	Peter Sandford	01/03/2022	30/09/2022	Not Started
Provide training to managers on the Health and Wellbeing Passport and Carers Passport	Peter Sandford	01/05/2022	30/09/2022	Not Started
Identify action with the Workplace Wellbeing Manager to Increase the number of people from Black and Asian groups accessing workplace wellbeing	Peter Sandford	01/03/2022	30/09/2022	Complete

Task	Owner	Timeframe - Start	Timeframe - End	Status
Develop Digital Stories using the WDES Innovation Fund	Peter Sandford	01/01/2022	30/09/2022	Complete
Develop a plan to use the Digital Stories to support the WDES Action Plan	Peter Sandford	01/01/2022	30/09/2022	Complete

When at work, staff are free from abuse, harassment, bullying and physical violence from any source* (EDS Outcome 2B)

Task	Owner	Timeframe - Start	Timeframe - End	Status
Continue to implement the Zero Tolerance Group Action Plan working as a sub group of the Violence and Aggression standards policy development group	Phil Jonas	01/01/2022	31/03/2023	on track
Agree the new Zero Tolerance Protocol (with SYP)	Liz Johnson / Phil Jonas	30/03/2022	30/08/2022	Complete
Ratify the Hate Incident SOP Implement with management guidance and visual resources	Liz Johnson / Phil Jonas	31/03/2022	31/08/2022	Complete
Introduce a system for administering Hate Incident reporting through EDI team as a pilot	Liz Johnson / Phil Jonas	01/04/2022	30/09/2022	Complete
Develop hate incident reports to be shared with services and consider potential for us as part of triangulated data	Liz Johnson / Phil Jonas	01/04/2022	30/11/2022	To Review

Independent support and advice for staff when suffering from stress, abuse, bullying harassment and physical violence from any source* (EDS Outcome 2C)

Task	Owner	Timeframe - Start	Timeframe - End	Status
Approve and implement Staff HR Liaison process	Sharon Booth	31/03/2022	31/08/2022	Complete
Involve staff networks in any review of policy related to abuse bullying harassment or physical violence (to note if any relevant policies are due for review in 22/23)	Policy Author	01/01/2022	31/12/2022	Ongoing
Review the effectiveness of systems and the role of staff networks in sign posting members to support and guidance	Liz Johnson	01/04/2022	31/10/2022	Delayed
Review 'Able Futures' offer	Liz Johnson	02/03/2022	31/05/2022	Completed

SHSC recommended as a place to work and receive treatment* (EDS Outcome 2D)

Task	Owner	Timeframe - Start	Timeframe - End	Status
Develop an EDI dashboard with information broken down by protected characteristics	Liz Johnson	01/04/2022	30/09/2022	Complete
look at how to use the EDI dashboard with teams to support improvement	Liz Johnson	30/09/2022	31/03/2023	on trac

Produce a report broken down by Ethnicity, Disability and Sexual Orientation of the following staff survey question; would recommend as a place to work would choose to use our services, would recommend to family or friends. Identify action where less than 85% positive for the group.	Liz Johnson	01/04/2022	30/06/2022	Complete

Appendix 3 – EDS Domain 1 Action Plan 2022/23 Aligned with the People Strategy Implementation Plan

EDS Domain 1 – Services

Objective: To achieve the highest possible rating for Domain 1 of the NHS Equality Delivery System

Current Service Equality Objective Plan

Task	Owner	Timeframe - Start	Timeframe - End	Status
Agree governance for service-related EDI	Neil Robertson/ Liz Johnson	28/02/2022	30/04/2022	Complete
Introduce the Patient and Carer Race Equality Framework (PCREF)	Salli Midgley	01/03/2021	31/03/2023	on track
Implement the organisation Quality Objective on Race Equality	Tania Baxter	01/03/2021	31/03/2023	on track
Deliver 'Phase 2' Rainbow Badge	Liz Johnson	01/11/2021	30/09/2022	Complete
Ensure that the New EPR is compliant with the Accessible Information Standard	Liz Johnson	01/01/2020	30/03/2023	on track
Implement the new Interpreting and Translation service and ongoing review meetings and process	Liz Johnson/ Dave Fox	01/01/2021	30/11/2021	Complete

Introduce the new Equality Delivery System framework	Liz Johnson	01/04/2020	01/02/2023	on track

Service Users have required level of access to the service (EDS Outcome 1A)

Task	Owner	Timeframe - Start	Timeframe - End	**Status**
Review access to health needs of service users in protected groups in the Perinatal Mental Health Service	Liz Johnson/TBC	31/05/2022	30/10/2023	Complete
Review access to health needs of service users in protected groups in the Early Intervention Service	Liz Johnson/TBC	31/05/2022	30/10/2023	Complete

Individual service users' health needs are met (EDS Outcome 1B)

Task	**Owner**	**Timeframe - Start**	**Timeframe - End**	**Status**
Review access to health needs of service users in protected groups in the Perinatal Mental Health Service	Liz Johnson/TBC	31/05/2022	30/10/2023	Considered but not available
Review access to health needs of service users in protected groups in the Early Intervention Service	Liz Johnson/TBC	31/05/2022	30/10/2023	Considered but not available

When service users use the service, they are free from harm (EDS Outcome 1C)

Task	Owner	Timeframe - Start	Timeframe - End	Status
Review harm related data of service users in protected groups in the Perinatal Mental Health Service	Liz Johnson/ Neil Robinson	31/05/2022	30/10/2023	Considered but not available
Review harm related data for service users in protected groups in the Early Intervention Service	Liz Johnson/ Neil Robinson	31/05/2022	30/10/2023	Considered but not available

Review Service Users report positive experience (EDS Outcome 1D)

Task	Owner	Timeframe - Start	Timeframe - End	Status
Review service experience data of service users in protected groups in the Perinatal Mental Health Service	Liz Johnson/TBC	31/05/2022	30/10/2023	Considered but not available
Review service experience data for service users in protected groups in the Early Intervention Service	Liz Johnson/TBC	31/05/2022	30/10/2023	Considered but not available

Appendix 4 – EDS Domain 3 Action Plan 2022/23 Aligned with the People Strategy Implementation Plan

EDS Domain 3 – Inclusive Leadership

Objective: To achieve the highest possible rating for Domain 3 of the NHS Equality Delivery System (Inclusive Leadership)

Board members, system leaders (Band 9 and VSM) and those with line management responsibilities routinely demonstrate their understanding of commitment to, equality and health inequalities (EDS Outcome 3A)

Task	Owner	Timeframe - Start	Timeframe - End	Status
Provide development opportunities to senior leaders focused on equality and health inequalities **	Charlotte Turnbull / Liz Johnson	01/01/2022	31/12/2022	Complete
Review the effectiveness of the governance structure in faciliting the voice of staff network group members and leads	Charlotte Turnbull / Liz Johnson	01/09/2022	01/01/2023	Complete
Interface with Leadership Development Programme Development	Charlotte Turnbull / Liz Johnson	01/02/2022	31/12/2022	Complete

People Strategy Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed (EDS Outcome 3B)

Task	Owner	Timeframe - Start	Timeframe - End	Status
Complete EQIA for Business Cases associated with the People Strategy Delivery Plan	SMT Mandate leads	01/01/2022	31/12/2022	ongoing

Identify equality and health inequalities related impacts and risks and how they will be mitigated and managed in all People Strategy Delivery Plan associated papers to People Committee	SMT Paper author	01/01/2022	31/12/2022	Complete
Support directorate leaders to identify equality and health inequalities related impacts and risks and how they will be mitigated and managed	Liz Johnson	01/01/2022	31/12/2022	ongoing
Provide development opportunities to senior leaders focused on equality and health inequalities	Charlotte Turnbull / Liz Johnson	01/01/2022	31/12/2022	Complete

Board members, system and senior leaders (Band 9 and VSM) ensure levers are in place to manage performance and monitor progress with staff and patients (EDS Outcome 3C)

Task	Owner	Timeframe - Start	Timeframe - End	Status
Complete implementation of the Inclusion and Equality group and reporting to People Committee to meet Committee aspirations	Liz Johnson	01/04/2022	31/12/2022	Complete
Introduce an EDI performance dashboard	Liz Johnson	01/04/2022	30/11/2022	Complete
Work with the PMO office to continue to develop clarity on strategic overview re People related EDI	Liz Johnson	01/04/2022	30/11/2022	Complete