



Equality and Diversity Board Integrated Strategic Action Plan 2019-20

UHL Culture and Leadership 10 Themes ref	EDS2 Goals/ NHS Mandated Standards ref	Action	Deadline	Accountable Officer	Outcome measures /KPIs	Progress as at 30.9.19	RAG Status
Interim people plan theme: Inclusive and Compassionate Leadership							
<i>Supporting our leaders to lead</i>	EDS2 Goals three and four: A representative and supported workforce	1. Following feedback from the Learning Needs Assessments of Trust Board members, to establish Trust Board Equality Leads.	March 2020	Chief Executive	EDS2 grades goal 3 &4 Staff Survey Results	This work is underway and forms part of the Board Development Review and the implementation of the Trust's Quality Strategy- Becoming the Best.	4
<i>Supporting our leaders to lead</i>	EDS2 Goals three and four: A representative and supported workforce	2. Senior managers to publish their job history internally (in brief, LinkedIn style profile) so that junior members of the workforce can see what a successful career path looks like	April 2020	Director of People and OD	EDS2 grades goal 3 &4 Staff Survey Results WRES indicator 7	This work forms part of the implementation of the UHL Quality Strategy- Becoming the Best. In addition, work is underway in setting out career pathways to support new models of care (led by Supply LWAB Work stream). The work of the BAME and DAV networks will also be aligned to this piece of work.	4
<i>Supporting our leaders to lead</i>	EDS2 Goals three and four: A representative and supported workforce WRES WDES	3. Build race equality objectives into all manager and senior manager appraisals	April 2020	Deputy Director of Learning and OD	EDS2 grades goal 3 &4 Staff Survey Results WRES indicator 7	Capability framework is in development. A review of the Appraisal process will be carried out by March 2020. Workforce equality objectives that incorporates all the protected groups will be incorporated into the finalised capability framework. This work forms part of the Becoming the Best	4



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Interim people plan theme: Inclusive and Compassionate Leadership							
<i>Supporting our leaders to lead</i>	EDS2 Goals three and four: A representative and supported workforce WRES WDES	4. Produce a CMG/Corporate Directorate workforce dashboard that provides monthly data on workforce and recruitment information	April 2020	Workforce Development Manager	EDS2 goals 3&4 Recruitment statistics WRES/WDES indicators Staff survey results	This was completed at the end of September 2018 with quarter 2 data. However, on closer inspection there have been data validation issues with the TRACS (recruitment) system. This issue is being investigated and a solution being sought.	4
<i>Living our values</i>	EDS2 Goals three and four: A representative and supported workforce WRES WDES	5. Deliver a face to face bespoke Professional Behaviours workshop as part of the design phase of the Culture and Leadership approach and <i>Becoming the Best</i> to key HR CMG Leads for cascade to CMG leaders. CMG leaders to do a train the trainer with their teams to demonstrate expected behaviours in the workplace from all staff	December 2019	Equality Lead	EDS2 goals 3&4 Recruitment /Retention statistics Sickness absence WRES/WDES indicators Staff survey results	This action is due to be discussed at the Equality and Diversity Board meeting in September regarding the best way to roll out these sessions. A programme has been designed and is ready to be delivered across the organisation as part of the design phase of the Culture and Leadership approach.	1



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<i>Supporting our leaders to lead</i>	EDS2 Goals three and four: A representative and supported workforce WRES WDES	Cascade Equality crib sheet to HR CMG leads to start capturing equality and inclusion outcomes. CMG HR leads to work with Heads of Service to start capturing key information in relation to equality and inclusion which will include the Trust's approach to carrying out EIA's	December 2019	Equality Lead	EDS2 goals 1,2,3,4	An equality crib sheet has been developed to capture key information in relation to equality, diversity and inclusion. The draft format was handed out to UHL leaders at the Leadership Conference on the 17.9.19. The sheet will be discussed with CMG HR leads to determine the best way to ensure that equality information is captured across the organisation.	4
<i>Living our values</i>	EDS2 Goals three and four: A representative and supported workforce WRES WDES	6. Review TOR of Anti Bullying Stakeholder group and ensure Staff Network leads are included as part of this work in order to review progress with reported numbers of BAME staff and Disabled staff saying that they experienced HBA in the previous 12 months	December 2019	Equality Lead	EDS2 goals 3,4 Staff Survey results WRES WDES	A meeting is due to take place in early October to review the Terms of Reference for the group and to ensure joined up working with BAME Network and DAV Network chairs	4



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Interim People Plan Theme: Inclusive and Compassionate Leadership							
<i>Living our values</i>	EDS2 Goals three and four: A representative and supported workforce WRES WDES	8. Incorporate EDI responsibilities and the EDS2 goals into Improvement agents Mission Briefings as part of the culture and leadership approach. Deliver these briefings in partnership with the Senior OD Manager and evaluate feedback and findings and review where appropriate as part of ongoing workstreams	March 2020	Equality Lead	EDS2 goals 3&4 Staff Survey results WRES WDES	To date several briefing sessions have taken place with the Improvement Agents. A short explanation about what the EDS2 goals are and information about the Public Sector Equality Duty has been included in the presentation to Improvement Agents. A discussion about the feedback from these session and next steps will take place at the Equality and Diversity Board meeting on the 30.9.19	4
<i>Living our values</i>	EDS2 Goals three and four: A representative and supported workforce WRES WDES	9. Work towards having diverse recruitment and selection panels (to have at least one BAME panel member), taking a phased approach, for roles at Band 8B and above, specifically when there is a BAME applicant being interviewed. Extend the offer to BME staff at bands 7-8a to widen the pool of people available to sit on panels	March 2020	Equality Lead / Recruitment Lead Chair of the BAME Network	EDS2 goals 3&4 Staff Survey results WRES	A comprehensive WRES action plan has been developed which incorporates actions to extend the offer of diverse recruitment panels to AFC pay bands 7-8a. The Chair of the BAME Network will take a proposal to the next E&D Board meeting in October to seek approval.	4



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<i>Living our values</i>	EDS2 Goals three and four: A representative and supported workforce WRES	10. Where BAME candidates for Bands 8B and above are unsuccessful at interview the decision is reviewed by an appropriately qualified independent senior manager or HR Business Partner in a different CMG to ensure the decision was free from unconscious bias	December 2019	CMG Directors / Senior HR Business Partners	EDS2 goals 3&4 Staff Survey results WRES	Proposal to be presented at next Senior Workforce and Organisational Development review meeting	4
<i>Living our values</i>	EDS2 Goals three and four: A representative and supported workforce WRES	11. Seek out opportunities to provide work experience to a more diverse group of individuals, looking beyond the standard demographic profile	March 2020	Senior L&D Manager	EDS2 goals 3&4 Staff Survey results WRES	An analysis of work experience placements by protected characteristic is being carried out and reviewed bi-monthly in order to get a baseline of intake. Work across LLR to support work experience, and associated bids for resources, are part of the 2019/20 plan. Further work is required to open up opportunities to a wider range of work experience applicants across the Trust	4



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Interim People Plan Theme: Inclusive and Compassionate Leadership-WRES/WDES/GENDER PAY GAP/ LGBT/EDS2 ACTIONS							
<i>Living our values</i>	EDS2 Goals three and four: A representative and supported workforce WRES	12. Review refreshed gender pay gap data. Working with the Medical Consultant and HR Business Partners develop a comprehensive Gender Pay Gap Action Plan. Implement actions and report to the E&D Board on progress bi monthly.	End of October 2019	Equality Lead CMG HR Leads Medical Consultant	Positive Gender Pay Gap outcomes Gender equality	The Gender Pay Gap data has been refreshed to determine the current position for 2019/20. A meeting will be held in early October with Medical consultants to review the data and to develop a robust action plan. Progress with this action plan will be reported to the E&D Board on a bi-monthly basis	4
<i>Living our values</i>	EDS2 Goals three and four: A representative and supported workforce WRES	13. Working with the BME Network chair- implement the actions from the WRES action plan for 2019/20 . Provide an overview of progress against milestones to the Equality and Diversity Board bi monthly	September 2020	Equality Lead	WRES indicators Staff survey indicators	A comprehensive WRES action plan has been developed in partnership with the Chair of the BME Network along with an analysis of the WRES data for 2018/19. Progress of the WRES action plan will be reported on and monitored by the Equality and Diversity Board on a bi monthly basis.	4
<i>Living our values</i>	EDS2 Goals three and four: A representative and supported workforce	14. Implement the Rainbow Badge initiative across the Trust. Monitor and report on any positive outcomes. Establish a system wide LGBT staff network working with system Equality Leads	September 2020	Equality Lead	Staff survey report	A proposal to implement the rainbow badge initiative was approved at the E&D Board meeting on the 30.9.19. Options to develop a system wide LGBT Network will be explored and a proposal developed for a future E&D Board meeting	



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<i>Living our values</i>	EDS2 Goals three and four: A representative and supported workforce WRES	14. Working with the DAV network chair- implement the actions from the WDES action plan for 2019/20 . Provide an overview of progress against milestones to the Equality and Diversity Board bi-monthly	September 2020	Equality Lead	EDS2 goals 3&4 Staff Survey results WDES	A comprehensive WDES action plan has been developed in partnership with the Chair of the DAV Network along with an analysis of the WDES data for 2018/19. Progress of the WDES action plan will be reported on and monitored by the Equality and Diversity Board on a bi monthly basis.	4
<i>Living our values</i>	EDS2 Goals three and four: A representative and supported workforce WRES	15. Deliver an EDS2 grading exercise for 2019/10 . Select two key services for assessment and work with department leads/heads of service to develop an evidence portfolio to carry out a grading exercise with the Equality Advisory Group. Develop a report on outcomes and publish on website	December 2019	Equality Lead	EDS2 goals 1,2,3,4	An equality crib sheet has been developed to capture equality and inclusion information across the Trust. This information will be incorporated into the evidence portfolio as part of the EDS2 grading exercise. Plans to deliver an EDS2 grading exercise will be presented at the next E&D Board meeting in October 2019.	1



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<i>Living our values</i>	EDS2 Goals three and four: A representative and supported workforce WRES	Continue to roll out implementation of the Accessible Information Standard across key patient facing areas. Report on progress at the E&D Board on a quarterly basis.	September 2020	Chief Information Officer	EDS2 goals 3&4 Staff Survey results WDES	During 2018/19 the trust procured the 'BrowseAloud' tool which allows translation of websites and online content to audio, large print, alternative languages and enables download of audio files for later listening. Accessibility requirements will be built into the trust's electronic patient record (EPR) system which is now in development in partnership with NerveCentre software.	4
<i>Living our values</i>	EDS2 Goals three and four: A representative and supported workforce WRES	Explore the provision of a BSL Video Relay service in patient facing areas of the Trust to ensure a speedy and timely response in the provision of BSL translation and interpreting services to patients. Carry out a short pilot in the Emergency Department to ascertain impact and feasibility.	March 2020	Equality Lead	EDS2 goals 1,2,3,4	This work is being progressed. Currently IM and T are liaising with the BSL Video Relay provider SignLive to work through the technicalities of the implementation.	4