

Equality Delivery System for the NHS

The EDS Reporting Template

Implementation of the Equality Delivery System (EDS) is a requirement on both NHS commissioners and NHS providers. Organisations are encouraged to follow the implementation of EDS in accordance EDS guidance documents. The documents can be found at: www.england.nhs.uk/about/equality/equality-hub/patient-equalities-programme/equality-frameworks-and-information-standards/eds/

The EDS is an improvement tool for patients, staff and leaders of the NHS. It supports NHS organisations in England - in active conversations with patients, public, staff, staff networks, community groups and trade unions - to review and develop their approach in addressing health inequalities through three domains: Services, Workforce and Leadership. It is driven by data, evidence, engagement and insight.

The EDS Report is a template which is designed to give an overview of the organisation's most recent EDS implementation and grade. Once completed, the report should be submitted via england.eandhi@nhs.net and published on the organisation's website.



1.1 NHS Equality Delivery System (EDS)

Name of Organisation		Hertfordshire and West Essex ICB		Organisation Board Sponsor/Lead	
				Beverley Flowers Deputy CEO/ Director of Strategy	
Name of Integrated Care System		Hertfordshire and West Essex			
EDS Lead	Beverley Flowers	At what level has this been completed?			
EDS engagement date(s)	February 2024	Individual organisation	Hertfordshire and West Essex ICB		

Date completed	February 2024	Month and year published	February 2024
Date authorised	February 2024	Revision date	-



1.2

Completed actions from previous year	
Action/activity	Related equality objectives
Develop learning and understanding of the new NHS Equality Delivery System at ICB, ICS and provider level	<ul style="list-style-type: none"> • The ICB worked with ICS partners to review the 2022/23 EDS process and learning then taken into 23/24. • The ICB worked with ICS partners to identify services to review in 23/24.
Support ICB staff health and wellbeing	<ul style="list-style-type: none"> • A health and wellbeing one to one template included in the Actus reporting system that can be used to support line managers and their teams to have conversations. This was also included in the return-to-work guidance and policy. • The ICB promoted the Employee Assistance Programme (EAP) and Here For You counselling service to staff to offer support to staff. Highlighting these offers of support specifically in staff briefings and newsletters as well as making a staff intranet space clearer and more visible. Speakers from these services to attended staff briefings. • The Freedom to Speak Up Champions network was relaunched. • Face to face learning events where staff can informally network and encourage togetherness as an ICB were held. • Staff recognition activities were held
Civility and Respect	Civility policies adhering to the principles of restorative justice were created and implemented. Training to the organisation on civility and respect was offered and delivered.



1.3 EDS Rating and Score Card

Please refer to the Rating and Score Card supporting guidance document before you start to score. The Rating and Score Card supporting guidance document has a full explanation of the new rating procedure, and can assist you and those you are engaging with to ensure rating is done correctly

Score each outcome. Add the scores of all outcomes together. This will provide you with your overall score, or your EDS Organisation Rating. Ratings in accordance to scores are below

Undeveloped activity – organisations score out of 0 for each outcome	Those who score under 8 , adding all outcome scores in all domains, are rated Undeveloped
Developing activity – organisations score out of 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 out of 2 for each outcome	Those who score between 22 and 30 , adding all outcome scores in all domains, are rated Achieving
Excelling activity – organisations score out of 3 for each outcome	Those who score 31 and above , adding all outcome scores in all domains, are rated Excelling



1.4 Domain 1: Commissioned or provided services

Domain	Outcome	Evidence	Rating	Owner (Dept/Lead)
Domain 1: Commissioned or provided services	1A: Patients (service users) have required levels of access to the service	The ICB is not a provider of services. We commission services, including from NHS organisations, who are required to complete EDS as part of the NHS Standard Contract.		
	1B: Individual patients (service users) health needs are met	As an ICS it was agreed that each provider would review and assess their own domain 1 services. Where evidence was needed from the ICB, for example contract or contract monitoring information, this would be requested of the ICB and given to the provider.		
	1C: When patients (service users) use the service, they are free from harm	The ICB provided training and support to providers and monitoring of compliance with EDS took place with individual providers, at ICS wide EDI meetings and through the ICB's three place based teams.		
	1D: Patients (service users) report positive experiences of the service	Each provider was required to let the ICB know their grade, or if they wouldn't grade this year. At the time of writing some providers are in the process of obtaining their final grades and when those results are known they will be shared in the ICB and be used as the basis for selecting services to be assessed in 2024-5. Some providers have already notified the ICB that they will not be meeting the EDS deadline for 2024 and the ICB is liaising with those providers to both support them to grade as soon as possible and to improve their performance in 2024-5		
Domain 1: Commissioned or provided services overall rating			N/A	



1.5 Domain 2: Workforce health and well-being

Domain	Outcome	Evidence	Rating*	Owner (Dept/Lead)
<p style="text-align: center;">Domain 2: <i>Workforce health and well-being</i></p>	<p>2A: When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions</p>	<p>Staff views were mixed. When looking at the specifics of the grading requirements (the 5 conditions identified in EDS) some felt that there was not sufficient evidence. The ICB provided evidence on our approach to the actual types of sickness of staff (outside of the 5 covered in EDS) and how the ICB's sickness level is lower than comparable ICBs.</p> <p>This difference between the 5 conditions identified in EDS and the conditions faced by ICB staff led to the Developing grade. The ICB will continue to focus on the conditions faced by staff where they differ from the 5 conditions identified in EDS.</p> <p>Staff suggested the need for wellbeing champions in every team and targeting staff with protected characteristics.</p> <p>It was mentioned, probably more at a system level, that the programme is strong and based on population health data with strong public health leadership linked to inequalities.</p>	<p>Developing</p>	<p>Chief People Officer</p>



	2B: When at work, staff are free from abuse, harassment, bullying and physical violence from any source	<p>Staff reported confidence that inappropriate behaviour would be addressed appropriately and the ICB is good at ensuring these behaviours would not be tolerated.</p> <p>It was suggested that there should be more talking about acceptable and unacceptable behaviours and being clear what's expected when new staff start.</p>	Achieving	Chief People Officer
	2C: Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source	Staff report that the services available are well publicised and that staff know how to seek support.	Achieving	Chief People Officer
	2D: Staff recommend the organisation as a place to work and receive treatment	<p>Some staff reported that it is a friendly environment where we hold each other accountable for delivery in a constructive way.</p> <p>Some staff wouldn't recommend the ICB as a place to work.</p>	Achieving	
Domain 2: Workforce health and well-being overall rating*			Achieving	

* The evidence for this domain was submitted to the ICB Staff Partnership Forum and the ICB's Race Equality and Inclusion Network. Staff were invited to, anonymously, submit their grade, comments and suggestions. The grading provided is either the majority grade put forward by respondents or the grade most representative of the overall pattern of responses.



1.6 Domain 3: Inclusive leadership

Domain	Outcome	Evidence	Rating	Owner (Dept/Lead)
Domain 3: 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	<p>SNEE*- Achieving - There is evidence that the Executive team and Senior Leaders engage with, sponsor and support EDI staff networks.</p> <p>There is also a demonstrable commitment to Population Health Inequalities throughout the system.</p> <p>It is great to see the CEO & CPO supporting the ICDP as speakers.</p> <p>TUs- Achieving</p>	Achieving	Chief of Staff



	<p>3B: Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed</p>	<p>SNEE - Developing - The ICS is demonstrating that EDI and health inequalities are discussed at various meetings, however, there is no evidence of this being a standing item as an example, across committee/ group meetings.</p> <p>The Forward planner is great practice but does not reflect the repetition of other agenda items – for consistency in improvement.</p> <p>Excellent practice with the engagement with young carers.</p> <p>TUs - Achieving</p>	<p>Developing</p>	<p>Chief of Staff</p>
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	<p>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</p>	<p>SNEE - Developing -</p> <p>The Equality report is a great starting point for future improvement and hopefully the Board will build monitoring systems to measure these improvements.</p> <p>The Equality Strategy (with Action Plan) is very good and role models positive action in this area. As is the SRO and action of the internal inequalities group, which shall provide the board with greater oversight and handling.</p> <p>TUs - Developing</p>	<p>Developing</p>	<p>Chief of Staff</p>
<p>Domain 3: Inclusive leadership overall rating</p>			<p>Developing</p>	
<p>Third-party involvement in Domain 3 rating and review</p>				
<p>Trade Union Rep(s): Unison and Unite</p>		<p>Independent Evaluator(s)/Peer Reviewer(s): South and North East Essex ICB (SNEE)</p>		



EDS Action Plan (see also the ICB EDI action plan available at <https://hertsandwestessex.icb.nhs.uk/us/equalities-reports>)

EDS Lead	Year(s) active
Paul Curry	2024-5
EDS Sponsor	Authorisation date
Beverley Flowers	February 2024

Domain	Outcome	Objective	Action	Completion date
Domain 1: Commissioned or provided services	1A: Patients (service users) have required levels of access to the service	A more coordinated approach to system implementation of EDS.	The ICB will work with providers at ICS and Place level to support the implementation of EDS in a way that meets the need at a local level and provides assurance to the ICB that EDS is being delivered.	January 2025
	1B: Individual patients (service users) health needs are met			
	1C: When patients (service users) use the service, they are free from harm			



	1D: Patients (service users) report positive experiences of the service			
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Domain	Outcome	Objective	Action	Completion date
Domain 2: Workforce health and well-being	2A: When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions	Staff suggested the need for wellbeing champions in every team and targeting staff with protected characteristics.	The options for enough wellbeing champions at team or directorate level be explored.	Dec 2024
	2B: When at work, staff are free from abuse, harassment, bullying and physical violence from any source	New starters are made aware of expected behaviours and how to report incidents.	The ICB Induction training to be strengthened to ensure that the HWE Way behaviours are explained and how to report concerns section is more detailed. Sessions at staff briefing to be held to ensure staff are reminded of these matters.	April 2024
	2C: Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source	Staff have access to independent support.	Further embed and promote Freedom to speak up support throughout the organisation on a regular basis and access to counselling and psychological support.	January 2025



	2D: Staff recommend the organisation as a place to work and receive treatment	To support staff in the organisation, leading to increased recommendation of the organisation as a place to work.	Roll out of staff survey action plan to support better staff experience in the organisation. Provision of listening events to enable further dialogue with teams.	January 2025
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Domain	Outcome	Objective	Action	Completion date
Domain 3: 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	Implementation of the Leadership Framework for Health Inequalities Improvement.	The ICB will introduce the Leadership Framework for Health Inequalities Improvement. https://www.nhsconfed.org/articles/leadership-framework-health-inequalities-improvement	January 2025
	3B: Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed	Board and Committee minutes to, when appropriate, clearly show how equality was discussed and informed decision making.	Review of the minute taking process to strengthen how equality was discussed and informed decision making.	September 2024
	3C: Board members and system leaders (Band 9 and	To review relevant data to establish equality areas of concern and prioritise actions.	Board members and system leaders to be able to demonstrate how organisational data and lived	January 2025



	VSM) ensure levers are in place to manage performance and monitor progress with staff and patients		experience have been used manage performance and equality performance is monitored.	
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