

## Domain 3 – inclusive leadership

The three outcomes for domain 3 are as follows:

- **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.

Each outcome has a series of underlying questions or deliverables. The outcome questions in the tables to follow are taken from the achieving and excelling criteria, this is to allow a full review by stakeholders. It does not mean the Trust believes it is excelling or indeed achieving, but it allows stakeholders to consider evidence against every question in the EDS outcome rather than the ones the Trust feels confident it can evidence, so please score as you feel best fits the evidence.

## Domain 3: Outcome 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>Score 0 – 3            0 – no evidence (undeveloped)            1 – some evidence (developing)            2 – good evidence (achieving)            3 – best practice evidence (excelling)</p> <p><b>Rating from Mersey Care NHS FT (external assessor):</b></p>
<p><b>Both equality and health inequalities are standing agenda items and discussed in board and committee meetings.</b></p>	<p><b>Excelling</b></p>
<p><b>Board members and senior leaders meet staff networks at least 3 or more times a year.</b></p>	<p><b>Excelling</b></p>
<p><b>Staff networks have a senior sponsor.</b>   <b>Staff networks have more than one senior sponsor.</b></p>	<p><b>Excelling</b></p>
<p><b>Board members hold services to account, allocate resources, and raise issues relating to equality and health inequalities on a regular basis.</b></p>	<p><b>Excelling</b></p>
<p><b>Board members and senior leaders engage in religious, cultural, or local events and/or celebrations.</b></p>	<p><b>Excelling</b></p>
<p><b>Board members implement the Leadership Framework for Health Inequalities Improvement. Board members and senior lead.</b></p>	<p><b>Excelling</b></p>

Board members and senior leaders demonstrate commitment to health inequalities, equality, diversity, and inclusion.	Excelling
Board members and senior leaders sponsor religious, cultural, or local events and/or celebrations.	Excelling
Board members and senior leaders enable underserved voices to be heard.	Excelling
Board members and senior leaders actively communicate with staff and/or system partners about health inequalities, equality, diversity, and inclusion.	Excelling

**Domain 3a rating – Excelling.**

<p><b>Comments</b></p> <p>The University Hospitals of Liverpool Group (UHLOG) support work and executive commitment to health inequalities, equity and human rights. There is robust governance with Board understanding and competency. Staff Network support has increased with regular interface with Executive Sponsors under a revised framework. This has resulted in all the above metrics moving into Excelling service, denoting clear improvements through year 2025 to 2026.</p>
<p><b>Actions</b></p> <p>None identified, as prominent level of assurance is in evidence.</p>
<p><b>Peer assessor grading recorded by</b> - <i>Joe O'Grady</i>, Strategic EDI Lead, Mersey Care NHS Foundation Trust.</p>

## Domain 3: Outcome 3b

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

	Score 0 – 3 0 – no evidence (undeveloped) 1 – some evidence (developing) 2 – good evidence (achieving) 3 – best practice evidence (excelling)  <b>Rating from Mersey Care NHS FT (external assessor):</b>
<b>Both equality and health inequalities are standing agenda items in some board and committee meetings.</b>	<b>Excelling</b>
<b>Equality and health inequalities impact assessments are completed for all projects and policies and are signed off at the appropriate level where required.</b>	<b>Excelling</b>
<b>BME staff risk assessments are completed.</b>  <b>Required actions and interventions are measured and monitored.</b>	<b>Excelling</b>
<b>Staff risk assessments, specific to those with protected characteristics, are completed and monitored (where relevant).</b>  <b>Required actions and interventions are measured and monitored.</b>	<b>Excelling</b>

<p>The WRES, WDES and/or NHS Oversight and Assessment Framework are used to develop approaches and build strategies.</p>	<p>Excelling</p>
<p>Equality and health inequalities are reflected in the organisational business plans to help shape work to address needs.</p>	<p>Excelling</p>

**Domain 3b rating – Excelling**

<p><b>Comments</b></p> <p>Under a regular and focused process, quality and equality impact governance has improved, with consistency across all member organisations. processes was clearly presented. There is leadership from accountable Executives to underpin this revised approach. Thus, all the Domain outcome 3b metric components are at Excelling status.</p>
<p><b>Actions</b></p> <p>None identified, as previous areas around Quality / Equality Analysis, risk identification and governance previously rated as achieving have been upgraded to Excelling, due to the work UHOLG have undertaken through 2025 to 2026.</p>
<p><b>Peer assessor grading recorded by</b> <i>Joe O'Grady</i>, Strategic EDI Lead, Mersey Care NHS Foundation Trust.</p>

## Domain 3: Outcome 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.*

	<p>Score 0 – 3            0 – no evidence (undeveloped)            1 – some evidence (developing)            2 – good evidence (achieving)            3 – best practice evidence (excelling)</p> <p><b>Rating from Mersey Care NHS FT (external assessor):</b></p>
<p><b>Board members, system and senior leaders ensure the implementation and monitoring of the relevant below tools.</b></p> <p><b>Board members, system and senior leaders monitor the implementation and impact of actions required and raised by the below tools:</b></p> <p><b>Interventions for unmet goals and objectives are present for the relevant below tools.</b></p>	<p><b>Excelling</b></p>
<p><b>Those holding roles at AFC Band 8C and above are reflective of the population served.</b></p> <p><b>Those holding roles at AFC Band 7 and above are reflective of the population served.</b></p>	<p><b>Achieving</b></p>
<p><b>Organisations are able to show year on year improvement using Gender Pay Gap reporting, WRES and WDES.</b></p>	<p><b>Excelling</b></p>

<b>Board members, system and senior leaders actively support those experiencing the menopause within the working environment.</b>	<b>Excelling</b>
<b>Organisations work with system partners to refocus work, to meet unmet need and demonstrates change</b>	<b>Excelling</b>

<b>Domain 3c rating - Excelling</b>
<p><b>Comments</b></p> <p>There has been effective planning around health inequality and equality governance processes, with evidence of robust governance having been introduced across the member organisations. This is published transparently on the Trust website and outlined in the equality assurance reports and submissions. There are plans to try to bring about a more diverse Executive and at senior leadership level, to reflect the range of the protected characteristics and local populus. The retains its overall Excelling status for year 20206 to 2026</p>
<p><b>Actions</b></p> <p>The Trust to pursue its program around workforce recruitment, leadership development and retention to underpin its plans to increase representation across the protected characteristics at Board and Senior Leadership level.</p>
<p><b>Peer assessor grading recorded by</b> <i>Joe O'Grady</i>, Strategic EDI Lead, Mersey Care NHS Foundation Trust.</p>

Report completed 12<sup>th</sup> January 2026

*Joe O'Grady*  
Strategic EDI Lead



**Mersey Care**  
NHS Foundation Trust

Community and Mental Health Services