



**AGENDA ITEM**

4.1.3

**PEOPLE & CULTURE COMMITTEE**

**OVERVIEW AND AMBITIONS FOR THE STRATEGIC EQUALITY PLAN**

Date of meeting	08/02/2023	
FOI Status	Open/Public	
If closed please indicate reason	Not Applicable - Public Report	
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Presented by	Michelle Hurley-Tyers, Assistant Director of OD and Wellbeing	
Approving Executive Sponsor	Executive Director for People	
Report purpose	FOR DISCUSSION / REVIEW	
Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)		
Committee/Group/Individuals	Date	Outcome
(Insert Name)	(DD/MM/YYYY)	Choose an item.

**ACRONYMS**

ED&I	Equality, Diversity and Inclusion
EqIA	Equality Impact Assessment
ESR	Electronic Staff Record
HEIW	Health Education in Wales
LGBTQ+	Lesbian, gay, bisexual, transgender, queer (or sometimes questioning), and others.
PSED	Public Sector Equality Duties
SEP	Strategic Equality Plan

## 1. SITUATION/BACKGROUND

- 1.1 Our *CTM 2030: Our Health, Our Future Strategy* aims to ensure that in every community people begin, live and end life well, feeling involved in their health and care choices. In order to achieve this vision, the Health Board identified 4 Strategic Goals: *Creating Health, Inspiring People, Improving Care, and Sustaining our Future*.
- 1.2 The Strategic Equality Plan (SEP) sits within this framework, and while its focus is on delivering our obligations under the Equalities Act (2010), we are acutely aware that equality, diversity and inclusion (EDI) issues touch on all aspects of our work and underpin our 4 overarching Strategic Goals.
- 1.3 The Equality Act (2010) provides a legal framework to protect the rights of individuals and advance equality of opportunity for all. It provides Britain with a discrimination law that protects individuals from unfair treatment and promotes a fair and more equal society.
- 1.4 Section 149 of the Equality Act (2010) requires us to demonstrate compliance with the Public Sector Equality Duty (PSED) which places a statutory duty on the Health Board to:
  - Eliminate unlawful discrimination, harassment, and victimisation;
  - Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not;
  - Foster good relations between those who share a relevant protected characteristic and those who do not.
- 1.5 Our Health Board has a specific duty under the PSED to publish information to demonstrate compliance with the Equality Duties, at least annually and set equality objectives, at least every four years.
- 1.6 Our current Equality Objectives are set out in the SEP we published in 2020. Since publishing that Plan, we have undertaken and published annual reviews of the effectiveness of steps taken and progress made towards meeting our objectives, the most recent of which will shortly be published in our Equality Annual Report for 2022-23.
- 1.7 After reviewing and taking account of the progress we have made over the last four years, we have now developed a revised suite of equality objectives which we believe should underpin our work for the period 2023 to 2027.

## 2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 2.1 Members of the Committee are asked to note the emerging strategic approach to ED&I, the activities undertaken to date to support this approach,



and the plan for developing a proposed SEP for 2023-27, noting the communications and engagement plan to support formal public consultation.

### **3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE**

- 3.1. With the emergence of key national strategic drivers (e.g., Anti-racist Wales; Race Equality Action Plan, the developing LGBTQ+ Action Plan and Disability Action Plan, and the Code of Practice for Delivery of Autism Services) the requirement to update the current SEP has been identified.
- 3.2. The adoption of new equality objectives will form part of a wider piece of work being undertaken by the Health Board to improve its ED&I practices and understanding.
- 3.3. We recognise that as an organisation we have a lot of work to do in this area, and the adoption of the new equality objectives is a starting point to ensure that we are compliant with the Equality Act (2010) and meet the requirements of national strategic drivers.
- 3.4. If the equality objectives are not updated, there is a risk that the Health Board will not meet the requirements of these strategic drivers and employees will not have the understanding of how to work in line with the stipulations of the PSED.

### **REVISED SUITE OF PROPOSED EQUALITY OBJECTIVES**

- 3.5 To establish a revised suite of proposed equality objectives, our ED&I Team considered the following:
  - Whether existing objectives for which steps taken and progress made had been assessed as effective or highly effective should be removed from the list;
  - Whether any objectives for which steps taken and progress made had been assessed as having limited effectiveness should be retained, and if so whether some re-wording was required to ensure they remain fit for purpose; and
  - Whether any new objectives should be added to the list to reflect our current circumstances, with particular reference to our employment information analysed by equality characteristics, our strategic and operational risk registers, and the analysis of our operating environment as described in our *CTM 2030: Our Health, Our Future Strategy*.

### **OUR AMBITION FOR THE PROPOSED SEP 2023-27.**

- 3.6 In order to work effectively towards our 2030 priorities, the Health Board recognises ED&I as a key area of focus. The equality objectives can be



used to ensure there is an organisational understanding of ED&I and embed across strategic partnerships, initiatives and policies. The objectives will serve as a framework for ensuring ED&I underpins the way the Health Board works.

- 3.7 The recommendations for improvements outlined in the Annual Equality Report 2022-23 and Gender Pay Gap Report 2022, alongside emerging national ED&I themes and strategic drivers, will provide a foundation for the next SEP. This will include detailed actions to fully embed ED&I and create an inclusive culture over the next four years.
- 3.8 The developing equality objectives have been identified as they enable continuous improvement, both of understanding and working practices, and give due regard to the requirements of emerging national strategic drivers.
- 3.9 An associated draft Action Plan is also in development to support delivery of the proposed equality objectives. This Action Plan has been aligned to the overarching *CTM 2030: Our Health, Our Future Strategy* and provides metrics to support in the evaluation of progress and impact.
- 3.10 Our draft SEP has four proposed Equality Objectives:
- **People** – We will cultivate a truly inclusive culture across the Health Board where difference is welcomed and embraced, where everyone can bring their authentic self to work and feel that they belong. This will be essential to delivering the 'Inspiring People' theme which lies at the heart of our *CTM 2030: Our Health, Our Future Strategy*.
  - **Services** - We aim to improve the experience and health outcomes for our patients, ensuring that every patient has equity of access to the services that they need. This will be essential to delivering the 'Improving Care' theme of our *CTM 2030: Our Health, Our Future Strategy*.
  - **Community** - We will make sure under-represented groups and marginalised communities are involved at the outset of design and delivery of our services. This will be essential to delivering the 'Creating Health' theme of our *CTM 2030: Our Health, Our Future Strategy*.
  - **Infrastructure** - We aim to make sure EDI is essential to the way we operate as a Health Board; cultivating a learning culture that embraces diversity of thought and embedding EDI in the implementation of our *CTM 2030: Our Health, Our Future Strategy*. This will be essential to delivering the 'Sustaining Our Future' theme of our *CTM 2030: Our Health, Our Future Strategy*.



## **OUR APPROACH TO THE PROPOSED SEP 2023-27**

- 3.11 We will adopt an enabling approach to ensure staff and patients are at the heart of our SEP and help shape the organisation and services that they want.
- 3.12 Our approach will be evidence-based, alongside the analysis of national ED&I trends, we will utilise a wide range of data sources to inform our SEP actions, including, but not limited to:
- Workforce data
  - 'Moving on' data
  - Datix reporting
  - Staff Surveys
  - Patient Surveys
  - Evidence of our response to recommendations made by others concerning inequalities in access, experience and outcomes
  - Our position on the Workplace Equality Index (e.g. Disability Confident, Stonewall, etc.).
- 3.13 We will be transparent in our progress, sharing our data and performance with our people and externally.
- 3.14 We will collaborate across NHS Wales and wider, aligning our approach to ED&I with national and local agendas to maximise impact.
- 3.15 We will embed ED&I in our Leadership and Development Programmes to ensure inclusive, compassionate leadership and encourage local ownership of our Equality Objectives.
- 3.16 Intersectionality will be a key tenet of our emerging SEP, ensuring that we both meet the specific requirements of key strategic drivers and maintain an intersectional view of ED&I.

## **EDI UNDERTAKEN ACTIVITIES UNDERTAKEN TO DATE**

- 3.17 We have commissioned training to support the socialisation of our strategic approach to ED&I. Cultural Competency training is being delivered by Diverse Cymru. Our Executive Team, People Services, Planning and Strategy, and Improvement and Innovation Teams have already registered on the scheme.
- 3.18 We plan to systematically roll out Diverse Cymru's Cultural Competency training across Mental Health and Maternity Services, two areas of focus identified in the Anti-Racist Wales Plan, to support the actions of the proposed SEP. This will be complemented by the development of further eLearning modules.



- 3.19 We also recognise the need for us to be more outward looking as an organisation and we are actively engaged with a number of partner organisations including the NHS Race Observatory, Inclusive Employers, Macmillan Trust and Health Education Improvement Wales as part of our continuous improvement.
- 3.20 Our Employee Experience Team is supporting our Staff Diversity Networks to develop robust Terms of Reference and annual action plans to ensure alignment with the wider ED&I agenda and ensure that they are sufficiently resourced.
- 3.21 Each of our Staff Diversity Networks has been allocated a senior Executive Sponsor, demonstrating our commitment to creating an inclusive place to work that is characterised by equity, diversity and a sense of belonging for all.
- 3.22 We have invested in Inclusive Employers' *Anti-Racism Toolkit* to support our approach in developing our response to the Anti-Racist Wales, Race Equality Action Plan and are embedding the recommendations for best practice into our developing SEP.
- 3.23 We are developing a Workforce Diversity Dashboard that will be published annually with our workforce profile and outcomes for protected characteristics, where data is available, to inform improvement plans.
- 3.24 We are undertaking a review of our current Equality Impact Assessment (EqIA) process to ensure that we are systematically giving due regard to EDI in our policy and decision-making, and the planning and development of our services.
- 3.25 Benchmarking against other NHS organisations, we are developing quality assurance measures to monitor EqIAs, as well as monitor the impact of the decisions in the context of the PSED. In addition, further staff guidance will be developed to ensure that the EqIA process is both robust and informed. Consideration will be given, as part of the review, to determine whether the EqIA forms part of a wider integrated impact assessment.
- 3.26 We have launched an Inclusion Allyship scheme which is open to any member of staff. This role encourages staff to be a friend/supporter of diversity and inclusion and notice and act when patients or staff are not being treated fairly or respectfully. We will provide training, emotional support and development for our Allies and receive feedback from them to inform the delivery of our EDI agenda.

## **CONSULTATION AND ENGAGEMENT PLAN.**

- 3.27 Before finalising our new Equality Objectives and publishing them in a proposed SEP, we want to seek the views of our various stakeholders on our proposed objectives and the potential steps we could take to fulfil them.



We are particularly keen to hear from people representing the interests of protected groups.

- 3.28 The Communications and Engagement Plan (**Appendix 1**) sets out the strategy and activities for undertaking consultation engagement for the proposed equality objectives and draft SEP. This patient, staff and public consultation will give us a strategic direction for the reviewed SEP and the activities within it.

#### 4. IMPACT ASSESSMENT

<b>Quality/Safety/Patient Experience implications</b>	Yes (Please see detail below)
	ED&I is vital if we want to deliver person-centred, safe and effective care. Delivering on ED&I means that we are tackling barriers that may prevent some groups of people from accessing services. It also means that we are delivering services that meet the diverse needs of our patients, service users and carers.
<b>Related Health and Care standard(s)</b>	Individual Care
	If more than one Healthcare Standard applies please list below: Governance, Leadership and Accountability Staff and Resources Staying Healthy Safe Care Timely Care Dignified Care Effective Care
<b>Equality impact assessment completed</b>	No (Include further detail below)
	There is no requirement to EQIA the information contained within this paper.
<b>Legal implications / impact</b>	Yes (Include further detail below)
	If the Health Board does not meet its Equality Objectives the Health Board is at risk of enforcement action by the Equality and Human Rights Commission.
<b>Resource (Capital/Revenue £/Workforce) implications / Impact</b>	Yes (Include further detail below)
	The cost of releasing staff to be involved in the Staff Diversity Networks and EDI initiatives. There are also associated training costs.
<b>Link to Strategic Goal</b>	Inspiring People



## 5. RECOMMENDATION

- 5.1 The People and Culture Committee is asked to SUPPORT the emerging strategic approach to ED&I, the activities undertaken to date to reinforce this approach, and the plan for developing and consulting on the draft SEP for 2023-27.
- 5.2 A further deep dive to be carried out in May 2023 at the next People and Culture Committee on our revised SEP and ongoing plans for ED&I.