

## **Appendix 1: Consultation Communications and engagement plan**

**Delivering the vision for Equality,  
Diversity and Inclusion: CTM UHB  
Strategic Equality Plan.**



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## **1. Introduction.**

The Equality, Diversity and Inclusion team are planning to engage in a review of Cwm Taf Morgannwg's (CTM UHB) Strategic Equality Plan (SEP). This communications and engagement plan sets out the strategy and activities for undertaking consultation engagement. To ensure clear, coherent, consistent and credible communication, all partners will use this framework and core messaging to coordinate and contextualize targeted communications.

This patient, staff and public consultation will give us a strategic direction for the SEP and the activities within it. This document does not outline the proposed Plan itself, as this is outlined in the consultation document.

## **2. Background.**

The Equality Act (2010) provides a legal framework to protect the rights of individuals and advance equality of opportunity for all. It provides a discrimination law that protects individuals from unfair treatment and promotes a fair and more equal society.

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.

Our Health Board also 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 4 years.

## **3. Objectives.**

This communications and engagement plan is to involve staff, patient and public representatives and other stakeholders in developing our revised SEP, adopting the ethos: "Nothing about us, without us".

The engagement activities outlined in this plan aim to inform the People and Culture Committee ensuring an appropriate level of scrutiny.

Prior to going forward to consultation, the service will consider:

- Support from Trade Unions and Staff Diversity Networks;
- Strength of public and patient engagement; and
- Consistency with national strategic drivers.

#### **4. Consultation with Individuals and Groups**

To ensure that the consultation effectively captures views and feedback from our local populations in Cwm Taf Morgannwg and from the population that migrate into the footprint of the Health Board to receive services, we have undertaken two approaches to our stakeholder analysis and segmentation. The first identifies the target audiences that we need to consult with and prioritises and ranks them. This will be used as a basis on which to consult based on their involvement, the impact on them, or their interest. They will all be contacted and their views sought during the consultation period. In addition, we will ask all organisations and groups to act as conduits and to actively help us to promote the consultation (via their communication channels) to any relevant stakeholders.

Demographic information will also support us to plan the consultation work and target communities, particularly those groups that are traditionally harder to engage. We will use our partnerships with various organisations to reach out to these groups.

The experience and learning from previous SEP consultations show us that we have to develop and implement a range of activities for different audiences to ensure that we have given everyone equal opportunity to participate in the consultation process and triggered the necessary motivation for communities to wish to participate.

We will monitor and evaluate the process consistently to ensure that all activities are meeting the requirements of a robust consultation.

#### **5. Principles for communications and engagement**

In undertaking communication and engagement activities related to the SEP, the following principles will be applied:

**Collaboration** – We will support the effective and efficient sharing of information and gathering of input across the Health Board, through the regular hosting of information-sharing workshops and events.

**Openness** – We will share key documentation and regular updates related to the programme on a dedicated webpage and updates via social media.

**Accessibility** – We will place a strong emphasis on ensuring that all outputs from the programme are accessible to a range of audiences.

**Inclusivity** – We will ensure that the views of experts through experience, organisations and Staff Diversity Networks representing a range of protected characteristics, are sought and used to shape the programme.

**Integrity** – We will ensure that all outputs from the programme are high quality and robust.

**Proactivity** – We will actively seek input, share regular updates and publish documentation.

## **6. Communications Strategy**

Contextualisation will be critical to achieving our communication objective.

Setting the proposals in the context of the Equality Act (2010). In developing their recommendations, participants will be guided by the principles of the Act. The proposed draft SEP aims to improve patient and staff experience and outcomes, as well as advance equality of opportunity between persons who share a relevant protected characteristic and those who do not.

Setting proposals in the context of *CTM 2030: Our Health, Our Future Strategy*. The Strategy provides the framework for decision-making and priority development within the Health Board, setting the strategic direction for all areas of our work. The 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 and diversity issues touch on many aspects of our work.

Proactive and open communications will reduce reputational risks. We will work in partnership with our Staff Diversity Networks and engage with staff with clarity about their opportunity to influence any proposals. Communications will aim to address any concerns that staff may have about proposed future ways of working. We will set our communications in the context of benefits to patients. Our openness needs to be reflected in accessible language that 'tells it as it is' as far as possible. We will brief staff via:

- Workshops/Focus Groups
- Team Meetings
- Core printed and electronic communications channels (intranet, social media, Chief Executive Blog, staff bulletin/newsletters, Leadership Forums, etc.).

We will engage in a proactive programme of external stakeholder communications and engagement to ensure that they are primed with the correct positioning and understand the rationale for the proposed Equality Objectives.

Both internal and external stakeholders need to understand the SEP's vision and ambition. We need to gather compelling evidence to support this. In addition, real-life patient and staff stories and examples of benefits achieved through collaboration will work to demonstrate this.

We will work collaboratively when planning the stakeholder engagement programme, ensuring we build on existing relationships with key individuals and groups. Patient representatives will continue to be involved in developing the plan. A proactive programme of stakeholder engagement will consider other mechanisms to engage patient representatives, including patient participation groups.

We will communicate the plan for consultation to assure patients and the public that they will have an opportunity to get involved in the work at formal consultation stage. Communications will be clear about how feedback can influence the plan.

## **7. Communication Risks and Mitigation**

**Overcoming cynicism and fatigue:** Diversity fatigue is a kind of exhaustion that arises from diversity and inclusion debates. Despite widespread focus and awareness of diversity and inclusion, we see no substantial strides in developing inclusive workplaces and services. Keeping stakeholders up to date with our efforts to improve diversity, belonging, and inclusion is critical. Providing open and honest communications, with regular briefings, will help mitigate this risk. Key messages will be further developed alongside the case for change to ensure that we are communicating a clear, robust evidence-base for change.

**Ensuring wide staff and patient involvement:** Engagement must ensure there is an opportunity for patient and staff to influence the plan. Before any proposals for consultation are finalised, we will undertake meaningful engagement with staff (representing all staffing levels and professions), patient representatives and stakeholders.

## **8. Equalities Considerations**

As both a legal requirement, but also a moral requirement, we will ensure that the consultation process reaches out to all those who have an interest in the proposals and that they are empowered to take part in the consultation. An equality impact assessment has been undertaken to ensure that the process for consultation and decision-making is fully compliant with our legal duties under the 2010 Equality Act and the NHS Act and that we are taking account of people's protected characteristics.

We will also undertake an Equality Risk Assessment to highlight key areas of concern or issues and identify mitigating actions. Consultation information will be made available to all communities in various formats appropriate to the community e.g. Readaloud, Video, BSL, Easy Read. We will also work closely with voluntary and community sector organisations to raise awareness of the consultation and highlight why people should participate and how they can take part. We will offer to meet with specific groups or representatives to seek feedback on proposals.

## **9. Positioning and key messages**

We will present the proposals from the perspective of patient and staff benefits and the wider strategy for improving services. The emerging cases for change will be imperative in shaping the narrative and messaging; draft messages are as follows:

- We want to involve staff, patient and public representatives in developing our SEP.
- A robust consultation process will take place to seek the views of patients, the public, staff, and other stakeholders.
- National and international evidence demonstrates that to provide excellence for its diverse patients, an organisation must employ a diverse workforce.
- A workforce composed of employees of multiple cultures creates myriad opportunities to leverage differences toward enhancing organisational excellence in education, research, and patient care; along with enhancing patient and provider satisfaction.
- Achieving and fostering a diverse and inclusive workforce requires sustained thoughtful effort and well-planned strategic management.
- Embracing the many dimensions of diversity and the benefits of inclusion begins with education, training, awareness and willingness to learn.
- Tactful implementation and management practices are key to realising the full potential and benefits of meaningful change.
- Demographic mismatches between the workforce and patients will increase unless active steps are taken, and formal processes are in place, to foster diversity, and embrace inclusion.
- Success in diversity and inclusion will directly contribute to achieving the goals set forth by the 2030 Strategy: Creating Health, Inspiring People, Improving Care, and Sustaining our Future.

## **10. Channels**

Targeted communications will be developed for our key audiences. This will include targeted letters to stakeholders and briefings to teams noted within the SEP. The interactivity of face-to-face communication is crucial to this process, and telephone and email should only be used in support of this.

We will raise awareness of the consultation, associated engagement activities and call to action through a range of communication channels including media, social media, websites, consultation newsletter, stakeholder communications channels and by distributing a range of communications materials. A dedicated webpage for engagement and consultation would provide a central resource for information about the SEP. We will also utilise partner websites (Community Health Council website) and other established communication channels (such as GP newsletters).

A programme of meetings and events will be organised as part of the engagement and consultation process. This will include specific workshops for stakeholders and staff. Under the Equality Act 2010, we have a duty to consider potential impacts of our SEP on people with protected characteristics. We have extended this to include carers. In order to help us understand these potential impacts in detail, we will run focus groups with these populations using existing

meetings and events held by other support groups, particularly the voluntary and community sector.

### **Annex A: Key timings for communications and engagement**

The public consultation will last 12 weeks, as required by the Public Sector Equality Duties (2011).

Regular activity to include: reviewing and updating communications plan and materials (slide deck, Q&As, key messages), updating feedback and activities logs with input from all providers meeting with the communications leads, overseeing media and social media coverage, providing a communications 'round-up' on outputs of the various work streams.

Activities are outlined in the attached plan.



SEP  
ConsultationProject PI



## **Annex B: List of those to consult**

Albert Kennedy Trust

Action on Hearing Loss Cymru

Advocacy Matters Wales

African Community Centre Wales

Age Alliance Wales

Age Connects

Age Cymru

Aging Well in Wales

All Wales People First

AP Cymru (The Autism Charity)

BiCymru

BiUK

Black Association of Women Stepping Out (BAWSO)

Board of Deputies of British Jews

British Deaf Association

Cardiff Bangladeshi Society

Carers in Wales Trust

Carers Wales

Cerebra

Children in Wales

Children's Commission for Wales

Chinese in Wales

Churches together in Britain and Ireland

Chwarae Teg

Contact

Cymru Older People's Alliance

Deaf Blind Cymru

Deanery of Great Britain and Ireland (Eastern Orthodox Church)

Disability Rights UK

Disability Wales  
Displaced People in Action  
Diverse Cymru  
Equality & Human Rights Commission  
Ethnic Minorities & Youth Support Team (EYST)  
Fair Treatment for the Women of Wales  
Future Generations Commissioner  
Gender Identity Research and Education Society  
Gendered Intelligence  
General Assembly of Unitarian and Free Christian Churches  
Gofal Cymru  
Gypsies and Travellers Wales  
Hindu Council  
Hindu Cultural Association Wales  
Hindu Forum of Britain  
Imaan  
Institute of Jainology  
Jewish Leadership Council  
Learning Disability Wales  
LGBT Foundation  
Llamau  
Mencap Cymru  
MEND (Muslim Engagement and Development  
Men's Health Forum  
Men's Sheds Cymru  
Mental Health Matters Wales  
Mermaids  
Merthyr Tydfil LGB Group  
Minority Women's Development Network  
Muslim Council of Wales  
National Autistic Society

National Childbirth Trust  
Network of Buddhist Organisations  
Network of Sikh Organisations  
Oasis Cardiff  
Older People's Commissioner for Wales  
Pagan Federation  
Prince's Trust  
Quakers in Britain  
Race Council Cymru  
Regard  
RNIB  
Romani Cultural & Arts Co  
Scope  
Sense Cymru  
Shelter Cymru  
Sikh Council of Wales  
SNAP Cymru  
Stonewall Cymru  
Stroke Association  
Sub-Sahara Advisory Panel  
The Buddhist Society  
The Challenging Behaviour Foundation  
The Church in Wales  
Travelling Ahead  
Valleys Ethnic Minority Support (VEMS)  
YMCA Bridgend.