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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	24 November 2022	Agenda Item	3.2
Report Title	Taking Equality Forward		
Report Author	Joanne Abbott-Davies, Assistant Director of Insight, Engagement & Fundraising		
Report Sponsor	Nick Samuels, Interim Director of Communications and Engagement		
Presented by	Joanne Abbott-Davies, Assistant Director of Insight, Engagement & Fundraising		
Freedom of Information	Open		
Purpose of the Report	The new Directorate of Insight, Communications and Engagement was established from August 2022, including leading Equality, Diversity and Inclusion for the Health Board, in partnership with the Workforce and OD Directorate. This paper outlines some key first steps in developing the EDI function and also includes the Anti-Racist Wales Action Plan, incorporating the Workforce and OD elements.		
Key Issues	The Equality Act 2010 provides the legal framework within which the Health Board needs to operate. In addition to this there are a wide range of actions and requirements around equality, diversity and inclusion which the organisation is and needs to take forward. Key to this is ensuring the organisation has an EDI strategy and Impact Assessment process which is fit for purpose and ensures due regard is paid to these issues as plans / policies / services are developed and change. There needs to be an organisation-wide approach to EDI, and this paper proposes establishing a Strategic EDI Group to oversee this work. Welsh Government is also developing a range of action plans focused on equality characteristics, which will be developed through this group, the first of which is attached – our response to the Anti-Racist Wales Action Plan.		
Specific Action Required (please choose one only)	Information	Discussion	Assurance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input checked="" type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • Consider and approve the establishment of a Strategic EDI Group for the Health Board • Consider and approve the terms of reference and membership for this group • Consider and approve the draft integrated Anti-Racist Wales Action Plan for submission to Health Board 		

TAKING EQUALITY FORWARD

1. INTRODUCTION

The new Directorate of Insight, Communications and Engagement was established from August 2022, including leading Equality, Diversity and Inclusion for the Health Board, in partnership with the Workforce and OD Directorate. This paper outlines some key first steps in developing the EDI function and also includes the Anti-Racist Wales Action Plan, incorporating the Workforce and OD elements.

2. BACKGROUND

The Equality Act 2010 provides the legal framework within which the Health Board needs to operate. In addition to this there are a wide range of actions and requirements around equality, diversity and inclusion which the organisation is and needs to take forward. Key to this is ensuring the organisation has an EDI strategy and Impact Assessment process which is fit for purpose and ensures due regard is paid to these issues as plans / policies / services are developed and change. There needs to be an organisation-wide approach to EDI, and this paper proposes some key steps to developing this.

2.1 Establishment of a Strategic Equality, Diversity & Inclusion Group

In order to ensure that equality, diversity and inclusion is “owned” across the organisation it is proposed that a Strategic EDI Group be established. Attached as **Appendix A** are draft terms of reference for this Group and suggested membership for consideration and amendment by Management Board. This group will be pivotal to developing an EDI Strategy for the Health Board; overseeing the development of action plans to respond to Welsh Government equality plans and monitoring progress against these; developing a fit for purpose Impact Assessment process incorporating equality considerations for policy / service change; agreeing and implementing actions relating to the Health Board’s response to other equality initiatives (e.g. Human Rights City, Children’s Rights). This will include ensuring that the issues raised in the Audit Wales report “Making Equality Impact Assessment more than just a tick box exercise” are addressed.

2.2 Appointment of a Head of Equality, Diversity & Inclusion

As part of the establishment of the new DICE function, it is anticipated that a Head of Equality, Diversity and Inclusion will be appointed in Quarter 4 of 2022-23 to ensure that a joined up, intersectional approach can be taken to EDI across the organisation.

2.3 Response to Welsh Government Equality Action Plans

The Anti-Racist Wales Action Plan was published by Welsh Government in June 2022. The Action Plan incorporates a range of actions, some of which are led by the Director of Workforce and OD, with the remaining actions being led by the Interim Director of Communications and Engagement. The actions are focused on the next two years, set against the vision of a Wales which is anti-racist in 2030. Read more here: [Anti-racist Wales Action plan | GOV.WALES](#). Attached as **Appendix B** is the draft Anti-racist Wales Action plan, integrating employment actions considered by the Management Board in October. This draft was developed in partnership with our BAME Outreach Team to ensure that community issues were identified and addressed and has been shared with the Black, Asian and Minority Ethnic Staff

Network for views which will be reflected in the Management Board discussion. The plan will be monitored six monthly via Management Board and annually by Welsh Government. Once the final version of the action plan has been produced, this will be submitted to the Health Board at the end of November for approval.

Welsh Government are also in the process of finalising their LGBTQ+ action plan which is due to be launched in winter 2022, and then their Disability action plan in 2023. The Health Board will need to develop its own action plans to respond to these and the Strategic EDI Group will oversee this.

3. GOVERNANCE AND RISK ISSUES

The Health Board has a statutory requirement to ensure that the Equality Act 2010 and its related requirements such as Equality Impact Assessments are carried out in order to minimise the chance of challenge to its plans. However aside from this, ensuring equality, diversity and inclusion is a key driver for the organisation, and the actions it takes, is the right thing to do and aligns with our values and behaviours framework. The proposals set out in this paper should start to ensure that Equality becomes truly embedded in all we do and will also reduce the risk of legal challenge to future plans and proposals and address the issues raised in the Audit Wales report “Making Equality Impact Assessment more than just a tick box exercise”.

4. FINANCIAL IMPLICATIONS

Funding for the Head of Equality, Inclusion and Diversity has already been agreed as part of the establishment funding for the new Directorate of Insight, Communications and Engagement.

5. RECOMMENDATION

Members are asked to:

- Consider and approve the establishment of a Strategic EDI Group for the Health Board
- Consider and approve the terms of reference and membership for this group
- Consider and approve the draft integrated Anti-Racist Action Plan for submission to Health Board

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
Ensuring equality, diversity and inclusion is integrated into the work of the Health Board should ensure that the organisation is better able to meet the needs of its staff and patients by recognising and responding to individual's needs more effectively.		
Financial Implications		
As outlined in the main report.		
Legal Implications (including equality and diversity assessment)		
The proposals within this paper will ensure the Health Board better meets the requirements of the Equality Act 2010 and so reduces the risk of legal challenge.		
Staffing Implications		
The proposals within this paper should help ensure the delivery of fair, inclusive high-quality services via an engaged and diverse workforce, who are supported by good employment.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
The 5 ways of working will be incorporated into the proposals outlined in this paper.		
Report History	MB Paper (October 2022) – Anti-Racist Wales Employment Action Plan	
Appendices	Appendix A – Draft Terms of reference and membership for Strategic Equality, Diversity & Inclusion Group Appendix B – Draft integrated Anti-Racist Wales Action Plan	



Strategic Equality, Diversity & Inclusion Group (SEDIG)

Draft Terms of Reference

1. INTRODUCTION

The Strategic Equality, Diversity and Inclusion Group (SEDIG) has responsibility for ensuring the development and delivery of the Health Board's Human Rights, Equality, Inclusion and Diversity agenda. SEDIG will be accountable to the Board, via Management Board.

2. PURPOSE

The role and purpose of SEDIG is to enable the Health Board to carry out its responsibilities for Human Rights, Equality, Inclusion and Diversity and provide the strategic direction for promoting and maintaining these across the Health Board. This includes meeting the requirements of equality and human rights legislation and policy across all the Health Board functions.

The following principles will be embedded throughout the work of SEDIG:

- Embedding rights into planning and service delivery
- Equality and non-discrimination
- Empowering people
- Participation
- Accountability

3. KEY RESPONSIBILITIES

SEDIG is responsible for:-

- The development of the strategic equality, diversity and inclusion strategy
- Developing and overseeing the strategic equality, diversity and inclusion action plan to implement the strategy
- Developing a fit for purpose equality impact assessment / integrated assessment process
- Implementing actions for other relevant areas, e.g. Human Rights City Approach
- Providing a six monthly report to Management Board and Annual Report to the Health Board

4. MEMBERSHIP

Membership will comprise:

- Director of DICE
- Director of Workforce & OD
- Senior representation from Health Board Delivery Units
- Senior representation from Clinical Directorates
- Senior representation from Digital Services
- Head of Patient Experience
- Head of EDI
- BAME Outreach Team Manager
- Equality Advisor
- Representatives from staff protected characteristic forums (BAME, Calon)
- Representative from the Stakeholder Reference Group
- Representative from the Accessibility Reference Group
- Representative Partnership Forum / Staff side
- Representative from Health Professions Forum
- Representative from the Co-Production Network

All members should nominate a deputy to attend in their absence.

Other members will be co-opted as required.

5. FREQUENCY OF MEETINGS

The group will meet bi-monthly with additional meetings as and when required for particular tasks.

6. GOVERNANCE & ADMINISTRATIVE SUPPORT

The group will report to Management Board six monthly and in the interim as required in line with its work plan.

The group will provide an Annual Report to the Health Board.

Administrative support will be provided by a Team Member from DICE.

7. REVIEW

An evaluation of the effectiveness of the SEDIG and a review of its terms of reference and frequency of meetings will be take place annually.

Appendix B: Swansea Bay University Health Board

Anti-Racist Wales Action Plan

October 2022

Goal	Actions	Impact	Lead	Target Date	Output and progress
1. SBUHB will be anti-racist, and will not accept any form of discrimination or inequality for employees and service users.	Utilise the Insight function to bring together information and intelligence from complaints, concerns, patient feedback, patient groups, staff experience, external reports etc. This will provide an overview of staff and patient experience around race and be used to further inform and develop the action plan.	The insight will help provide a baseline around staff and patient experience around race across the Health Board. This will inform future priorities and actions around race.	Director of DICE	Dec 2022	
	Establishment of Strategic Equality, Diversity and Inclusion Group (SEDIG) to develop, implement and monitor a strategic approach to ensuring human rights and equalities, including race and are embedded across the Health Board.	The strategic approach of embedding human rights and equalities across the organisation will enable a high level consistent approach where there are commonalities and a tailored approach where appropriate.	Director of DICE	Jan 2023	

Goal	Actions	Impact	Lead	Target Date	Output and progress
	<p>Adopt a Human Rights Approach to empower staff and patients and embed this across the organisation and develop a plan on how this will be implemented.</p> <p>Explore the potential of developing a Health Board wide commitment / charter around our commitment to human rights and equalities for staff and patients.</p> <p>Map and reiterate how human rights and equalities wraps around and informs the Health Board commitments and values.</p>	<p>Further embedding human rights and equalities into the way the Health Board mechanisms means this approach influences and informs day to day practice across the organisation</p>	<p>Director of DICE</p>	<p>September 2023</p>	
	<p>Develop anti-racism action plan for employment as a specific part of the wider approach to equality, inclusion and diversity. Progress will be monitored and reported via IMTP and Annual Plan, and the Joint Executive Team process with Welsh Government.</p>	<p>Implementation of anti-racism action plan will reduce people's experience of racism during recruitment, career progression and whilst working.</p>	<p>Director of Workforce and OD</p>	<p>Dec 2022</p>	<p>Action plan to be monitored six monthly via Equality Strategy Group (yet to be established by DICE) and Management Board and annually by WOD Committee, Board and Welsh Government for</p>

Goal	Actions	Impact	Lead	Target Date	Output and progress
	Gather written commitment/ video messages from CEO and other senior leaders endorsing support and commitment around anti-racism not only around staff but also access to services etc	Visible evidence of development in the behaviours exhibited by Board members/Service Group Triumvirates.	Director of Workforce and OD/ Director of Insight, Comms & Engagement	From Dec 2022 for Board Members	<p>appropriateness, good practice and impact as well as minimal compliance with the Equality Act 2010</p> <p>Evidence of attendance, participation and improved understanding and behaviour of Board members where required.</p>
	All Board members and Service Group Triumvirates to undertake an anti-racist education programme and implement and report progress against personal objectives to meet vision of an anti-racist Wales.	Visible change, where required, in decision making, evidencing that anti-racism, equality, diversity and inclusion have been considered and acted upon. Visible and transparent allies and leadership providing confidence to workforce and service users that any forms of structural racism is being proactively addressed.	Director of Workforce and OD / Director of Corporate Governance	From Dec 2022 for Board Members Date TBA for Service Groups Triumvirates	<p>Report detailing personal objectives and progress against objectives to be shared with Remuneration Committee</p>

Goal	Actions	Impact	Lead	Target Date	Output and progress
<p>2. Staff will work in safe, inclusive environments, built on good anti-racist leadership and allyship, supported to reach their full potential, and ethnic minority staff and allies, both empowered to identify and address racist practice.</p>	<p>Require anti-racist leadership at all levels and report demonstrable progress in driving anti-racism at all levels by:</p> <ul style="list-style-type: none"> - appointing Executive Equality Champions and Cultural Ambassadors; - implementing a leadership and progression pipeline plan for Black, Asian and Minority Ethnic staff; - providing Ethnic Minority Networks appropriate levels of resource and access to the Board. 	<p>More visible representation and allies at all levels, clear leadership pipeline for Black, Asian and Minority Ethnic staff and thriving networks supporting and acting as a critical friend to Management Board as well as the Board. More effective mechanism to address gaps in attainment.</p>	<p>CEO/Chair/ Director of Workforce and OD</p>	<p>Sept 2023</p>	<p>Appointment to roles. Pipeline Plans and local plans implemented to support Ethnic Minority Networks reporting internally via Management Board and WOD Committee and externally via IMTP and annual plan, and specifically recognised in Health Education and Improvement Wales (HEIW) annual planning processes.</p>
	<p>Establishment of SEDIG</p>	<p>This group will include representation from across the protected characteristic groups in addition to representation</p>	<p>Director of DICE</p>	<p>Jan 2023</p>	

Goal	Actions	Impact	Lead	Target Date	Output and progress
		<p>from the Stakeholder Reference Group (SRG), Accessibility Reference Group (ARG), Staff Side representation and Co-Production. This will enable the group to consider cross-cutting themes from a broad human rights perspective whilst also providing the opportunity to consider issues specific to a protected characteristic group.</p> <p>Review protected characteristic networks that exist across the Health Board and ensure there is consistency in the approach to supporting existing groups and the establishment of others.</p> <p>Learn from good practice around Equality Impact Assessments / Impact assessments and update</p>	<p>Director of DICE</p> <p>Director of DICE</p>	<p>July 2023</p> <p>July 2023</p>	

Goal	Actions	Impact	Lead	Target Date	Output and progress
		<p>the Health Board approach to developing these, ensuring the most up to date approach and evidence is being utilised to inform services and policies.</p>			
	<p>Continuation of funding for the Outreach Team</p>	<p>The Outreach Team, consisting of three members of staff has been funded to the end of March 2023 through TTP WG Funding.</p> <p>The Team has proven invaluable in reaching into minority communities where voices are seldom heard. The community links, knowledge and relationships developed has proven invaluable and the investment in this work will continue to build on these strong foundations. The information and intelligence from this work can inform the</p>	<p>Director of DICE</p>	<p>Dec 2022</p>	

Goal	Actions	Impact	Lead	Target Date	Output and progress
		Human Rights and Strategic Equality Group and Health Board.			
	Ongoing use of the of the insight function to inform human rights and equalities work	The insight function will bring together information from across the Health Board, such as staff experience, patient experience, concerns, complaints, compliments together with including external reports. This intelligence can be used to provide a baseline of current experience and be part of an ongoing mechanism to identify issues for action as they arise.	Director of DICE	Ongoing	
	Ensure anti-racism is embedded into ‘the Big Conversations’ and Quality Improvement work streams and action plans.	Based on the lived experience of staff which will form part of ‘the Big Conversation’.	Assistant Director Workforce & OD / Executive Director of Nursing	From Oct 2022	

Goal	Actions	Impact	Lead	Target Date	Output and progress
	<p>Ensure external communications supports a Human Rights and Equalities Approach and communications and engagement approaches are inclusive.</p>	<p>Messaging to patients, staff and communities will be relevant and inclusive and provide a sound basis for further engagement</p>	<p>Director of Dice</p>	<p>Ongoing</p>	
	<p>Work with HEIW and other NHS organisations the Health Board's Outreach Team, local equalities networks to co-design anti-racist education programmes with Black, Asian and Minority Ethnic people. This will include setting a requirement for all NHS Staff, NHS Volunteers and students to complete redesigned anti-racist education programmes.</p> <p>Co-design Human Rights and Equalities training with other NHS organisation, partners and organisations with expertise and lived experience.</p>	<p>Consistent, fit for purpose educational intervention offered to all staff, students and volunteers. Visible mandated education providing confidence to workforce that organisation is serious about human rights, equalities and anti-racist principles.</p> <p>Visible evidence of development and change in the exhibited behaviours of those who have participated in education programme eg. Staff more confident to be allies and call out discrimination, including racism.</p>	<p>Director Workforce & OD / ADWOD</p>	<p>Dec 2023</p>	

Goal	Actions	Impact	Lead	Target Date	Output and progress
		Staff more confident in complaining about discrimination, including racist incidence by colleagues, patients and public			
	SBUHB to commit involvement in Academi Wales Aspiring Board Members Programme, ensuring education, mentoring and support to participants who will be from a Black, Asian and minority ethnic background.	<p>Increase in number of people from Black, Asian and minority ethnic background who are able to evidence more effectively their ability to undertake the role of a non-executive member.</p> <p>Increased ethnic diversity on Boards “building a robust pipeline” of future Black, Asian and Minority Ethnic Board Members</p>	Director Workforce & OD / Director Corporate Governance	From Dec 2022	
	Ensure that SBUHBs commitment to be a values and behaviours driven, anti-racist organisation is embedded into key messages at induction.	Visible mandated education across all levels providing confidence to workforce that organisation is serious about human	Director Workforce & OD	From Dec 2022	

Goal	Actions	Impact	Lead	Target Date	Output and progress
	<p>Coaching and Mentoring will be available for staff and will be an integral part of our talent pathways and coaching and mentoring strategy. This will include mutual mentoring with a focus on lived experience.</p> <p>Ensure all leadership and management training supports a human rights and equalities approach, is anti-racist and where appropriate includes messages of how to manage / lead in a non-discriminatory and anti-racist way.</p> <p>Ensure that talent schemes are designed to attract applicants from ethnic minority communities. This will include the implementation of our new</p>	<p>rights, equalities and anti-racist principles and behaviours</p> <p>Staff are supported to access coaching and mentoring support as required, and bespoke to their personal goal and development.</p> <p>Visible anti-racist leadership and management development that reinforces messages and behaviours at every opportunity.</p> <p>Ethnic minority staff will experience outcomes comparable with non-ethnic minority colleagues, when working for SBUHB.</p>			

Goal	Actions	Impact	Lead	Target Date	Output and progress
	<p>Talent Management Strategies aimed at internal staff development ie Talent Gateway, Tiers 1-3 Talent and succession programme. This action will cover internal programmes and external recruitment to schemes.</p>				
<p>3. Data in relation to race, ethnicity and intersectional disadvantage will be routinely collated, shared and used transparently, to level inequalities and provide assurance that the NHS Wales is an anti-racist and safe environment for staff</p>	<p>Improve workforce data quality and prepare for the introduction of WG Workforce Race Equality Standard (WRES)</p>	<p>High quality workforce data, underpinned by a culture where staff can be safe, and confident to provide ethnicity data and speak up against racist discrimination and practice</p>	<p>Director Workforce & OD / Associate Head of Workforce</p>	<p>Sept 2023</p>	