

PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	15 February 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	BAME Advisory Group annual update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development
SWYDDOG ADRODD: REPORTING OFFICER:	Helen Sullivan – Head of Partnerships, Diversity and Inclusion

**Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)**

Er Gwybodaeth/For Information

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

The BAME Advisory Group forms part of the governance and reporting structure to the People, Organisational Development and Culture Committee (PODCC).

This paper provides a summary of the focus of the BAME Advisory Group during 2022/23, which has informed cultural learning about equality, diversity and inclusion and highlighted a number of issues which the group have acted upon during the year.

Cefndir / Background

The Black, Asian and Minority Ethnic Advisory group was initially established in 2020 as an advisory group to Hywel Dda University Health Board at a time when evidence was emerging during the Covid-19 pandemic of disproportional impacts people from Black, Asian and Minority Ethnic groups.

The group now reports though into the PODCC and a number of updates on specific areas of work have been presented to the Committee during the course of the year.

The aim of the BAME Advisory Group is to advise the Health Board on mainstreaming equality, diversity and inclusion and this includes providing a forum to:

- Empower Black, Asian and Minority Ethnic staff to achieve their potential through creating positive change
- Enable Minority Ethnic staff to feel that they are part of and play a vital role in the Health Board
- Discuss and influence and advise on issues affecting Minority Ethnic staff with key decision makers
- Assist in formulating new and review existing policies and procedures ensuring Minority Ethnic staff are not disadvantaged

- Assist in supporting Minority Ethnic staff with the identification of training needs, advise on the provision of courses, content of courses ensuring equality and diversity implications as they relate to Minority Ethnic staff
- Update on local and national policy and developments

The group is chaired by the Health Board Chair, Maria Battle and the vice-Chairs and members are representatives of BAME clinical staff. As well as health board officers from corporate Workforce, Organisational Development and Diversity and Inclusion teams, the group is supported by the Senior Chaplain. The Chair and vice-Chairs of the Black, Asian and Minority Ethnic Staff Network which includes a broader representation of staff groups within the health board are also members of the BAME Advisory Group.

The group has an important role in supporting our work to mainstream equality, diversity and inclusion enabling the Health Board in meeting its statutory obligations regarding its duty under the Equality Act 2010.

Asesiad / Assessment

The Black, Asian and Ethnic Minority Advisory Group continues to grow and increase its influence and visibility across the Health Board. Building on the achievements of 2020-2021, the Advisory Group continues to meet regularly throughout the year, often bi-monthly although the operational situation during the year is taken into consideration.

Black, Asian and Minority Ethnic Staff Network

The Advisory Group facilitated the establishment of a new support staff network for Black, Asian and Ethnic Minority Staff, which met together for the first time on 3rd May 2022. This new network has provided the opportunity for colleagues to come together to discuss both work and social matters, including Health Board policies and procedures, to ensure that they are inclusive of Black, Asian and Ethnic Minority staff and our diverse population. The Network has grown, with 118 members, from a broad range of professional groups.

Celebrating success

In early 2022, the Advisory Group encouraged and supported nominations for the National BAME in Healthcare Awards. Several nominations were shortlisted and in June 2022 the Health Board received an award in two categories. This initiative has helped to increase the visibility of the Advisory Group to staff across the Health Board and beyond and to celebrate the achievements and contributions made by our diverse workforce.

Addressing bullying and harassment

The Advisory Group commissioned a BAME Task and Finish group to address any instances of minority ethnic staff being subject to bullying and harassment in the organisation. The group was formed and met throughout 2021 and an action plan to address the concerns raised was presented to the People, Organisational Development and Culture Committee in June 2022. The group is jointly chaired by the Deputy Director of Workforce and OD and the Workforce, Culture, Diversity and Inclusion Manager. Other representation on the group includes senior Workforce leads responsible for policy, training, resourcing and OD and also numerous representatives of the Black, Asian and Minority Ethnic staff community from several staff groups. This has enabled rich discussion and examination of data, current practice and the lived experiences of staff members. As a consequence of the discussion, an action plan was developed by the group and they will continue to meet periodically to review progress against actions identified. Progress on this area of work has also been reported through the Staff Partnership Forum.

Review of dismissals

The Advisory Group requested a review of all dismissals relating to Black, Asian or Minority Ethnic members of staff over a 10 year period. The purpose of the review was to:

- identify whether there is any indication of disproportionate impact;
- provide confidence to the Advisory Board of the Health Board's commitment to give serious consideration to any evidence of disproportionate impact; and
- give confidence to the wider staff cohort that work has been commissioned by the Advisory Group for a review which is co-led by the Vice Chair of the Advisory Group and member of the W&OD Directorate.

The review found no evidence of disproportionate impact as the percentage of employees terminated who were Black, Asian and Minority Ethnic is broadly aligned to the percentage of the Health Board's workforce who are Black, Asian and Minority Ethnic.

Recommendations of the review included:

- For future case management, the workforce teams should consider both gender and ethnicity balance for the appointment of Investigation Officers and members of the panel. As a result, there has been a drive to increase the number of Black, Asian and Minority Ethnic Investigating Officers.
- That the Workforce teams review the nature of 'inappropriate behaviour' in some of the cases and consider whether any further information can be provided during induction and orientation to role and culture in the workplace. This has resulted in Active Bystander and Cultural Awareness training being offered to staff and support provided by the Diversity and Inclusion team and OD Relationship Managers.

Staff demographics

At the request of the Advisory Group, a report on the profile of our workforce by ethnicity and pay band was presented to the group. This data is used to inform the annual Pay Gap reports which are published alongside the Strategic Equality Plan Annual Report (and were presented to the Committee in December). One of the challenges identified that recording ethnicity on ESR is voluntary, so work has been ongoing to explain the need for this information and encourage staff to self-report.

Reverse Mentoring

The Organisational Development team developed a pilot programme, which is believed to be the first in NHS Wales and aimed to address the barriers of inclusion and equality in the workplace by allowing the Board, as leaders to connect with staff on a deeper level, to listen and understand their individual perceptions and experiences and take action in response. When compared to traditional mentoring schemes, Reverse Mentoring is more likely to ensure mutual benefit to both the mentor and the mentee as it pairs individuals who might not otherwise have come together. One of the staff groups asked to become mentors to the Board were Black, Asian and Minority Ethnic staff. Whilst this area of work was not commissioned by the Advisory Group, they have received regular updates on the programme and its outcomes.

Supporting staff

Activity has been ongoing within the Health Board to ensure that staff feel welcomed and supported when they join the health board, especially when coming to Wales from overseas. Engagement has been carried out with doctors to gain an understanding of their experience. There are a number of clinical fellows as well as some SAS doctors and an increasing number of International Medical Graduates (IMG's) taking up training posts for the first time in the UK so it's been essential that the recruitment process, including induction provides them with the

information they need. Other actions included the establishment of a SAS Steering Group and securing funding to improve staff facilities. A comprehensive induction and welcome programme has been developed to support staff employed through overseas recruitment activity, for example, cohorts of nurses from overseas. This is an area of work that the Advisory Group receives regular updates on.

Celebrating Diversity

We are blessed in Hywel Dda to have such a diverse range of faiths and a richness of different cultures. We strive to create an inclusive environment where everyone can reach their full potential and have a real opportunity to participate in a variety of activities throughout the year. As a small step towards celebrating and understanding each other more, and to gain inspiration and strength from all our beliefs, the Black, Asian and Minority Ethnic Advisory Group produced a calendar celebrating diversity. Initially produced as a printed copy, the calendar is now produced digitally and was used throughout 2022 to encourage and support greater awareness of the main faith days observed and celebrated as well as the dates of other national awareness campaigns. A link to the 2023 celebrating diversity calendar is included here:

[Strategic Development and Operational Planning - Diversity-Calendar-2023---English.pdf - All Documents \(sharepoint.com\)](#)

The Advisory Group, in partnership with the Black, Asian and Minority Ethnic Staff Network organised a celebration event for Diwali. The event included traditional food, decorations and dancing and was a great opportunity to share traditions, learn about different cultures and come together in celebration of our diverse workforce. Positive feedback was received from all who participated and the BAME Staff Network are planning to arrange similar events throughout the year.

Staff training

The Advisory Group identified that it would be beneficial to replicate training for staff which had been provided in medical schools at local universities. This resulted in the commissioning and delivery of Active Bystander Training which provides staff with the knowledge and tools that enables them to challenge harmful and unacceptable behaviours, including those which may have become normalised over time. Staff have learned why intervention matters, developed the skills to challenge unacceptable behaviours and gained the confidence to know how to react in different situations.

Initially introduced as a pilot in 2021-2022, positive feedback was received following the training and as a result Active Bystander training is being delivered four times each year, as part of the diversity and inclusion training plan. To date 183 members of staff have attended the training.

Anti-Racist Wales Action Plan

In the summer of 2022 Welsh Government introduced an Anti-racist Wales Action Plan, with the aim of Wales becoming an anti-racist nation by 2030. To ensure there is a robust governance structure for this crucial work and that actions to address racism and the disparities it has created are implemented, it has been agreed that the Black, Asian and Minority Ethnic Board Advisory Group will take ownership and have oversight of the work undertaken to meet the requirements of the Anti-racist Wales Action Plan.

A workshop will be held in early 2023 to consider the best approach to developing and monitoring the local action plan and the Health Board's progress towards the overarching Anti-racist Wales Action Plan. Those invited to the workshop will include members of the Black, Asian and Minority Ethnic Board Advisory Group, the Black, Asian and Minority Ethnic Staff Network, Staff side representatives as well as other key colleagues and corporate teams who

have a key role in driving forward actions. Assurance on progress will be included as part of future BAME Advisory Group update reports.

Argymhelliad / Recommendation

The People, Planning and Organisational Development Committee are asked to note the update report from the BAME Advisory group for information. It sets out a range of topic areas which have formed the focus of meetings, including some areas of work which were directly commissioned by the group.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.3 To provide assurance to the Board on the organisation's ability to create and manage strong, high performance, organisational culture arrangements.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	3.2 Communicating Effectively 7.1 Workforce Choose an item. Choose an item.
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 3. Striving to deliver and develop excellent services 4. The best health and wellbeing for our individuals, families and communities Choose an item.
Amcanion Cynllunio Planning Objectives	Choose an item. Choose an item. Choose an item. Choose an item.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS Choose an item. Choose an item. Choose an item.

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Equality Act 2010
Rhestr Termau: Glossary of Terms:	

Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Teams within the W&OD Directorate Strategic Partnership, Diversity and Inclusion Team
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Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not applicable
Gweithlu: Workforce:	All staff have a role to play in implementing the Public Sector Equality Duty.
Risg: Risk:	Not applicable
Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	Not applicable
Gyfrinachedd: Privacy:	Not applicable

**Cydraddoldeb:
Equality:**

An Equality Impact Assessment has not been undertaken as this is an update report.