



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

| | |
|--|--|
| DYDDIAD Y CYFARFOD: DATE OF MEETING: | 17 February 2026 |
| TEITL YR ADRODDIAD: TITLE OF REPORT: | Equality, Diversity and Inclusion (EDI) Taskforce Update |
| CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR: | Lisa Gostling, Executive Director of Workforce & Organisational Development |
| SWYDDOG ADRODD: REPORTING OFFICER: | Anna Bird Assistant Director Strategic Partnerships Diversity and Inclusion |

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Trafodaeth/For Discussion

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

This report provides an update on the progress to date and future plans of the Equality, Diversity and Inclusion (EDI) Taskforce which was established following discussion at the Board Seminar session in December 2024.

Cefndir / Background

Each year the Health Board publishes a Strategic Equality Plan (SEP) Annual Report, alongside reports on Workforce Equality data and Pay Gap data. These reports are scrutinised by the People, Organisational Development and Culture Committee (PODCC), who then recommend their publication to Board. The reports for the financial year 2023/24 were presented to Board in September 2024 and while approved for publication, the Chair requested a Board session is arranged to enable further review and consideration of the data, and the implications for the Health Board's work.

A direct outcome of the Board Seminar in December 2024 was an agreement to create an Equality, Diversity and Inclusion (EDI) Taskforce to accelerate our work to eliminate discrimination and foster an inclusive and equitable environment within our organisation, ensuring that every voice is heard and respected, and we all have a sense of belonging. The taskforce provides updates on progress to PODCC.

The EDI Taskforce has 3 overarching objectives. For each objective a dedicated sub-group is being established with its own terms of reference and action plan, and each sub-group will report to the Taskforce:

- **Board Allyship**

To explore what more the Board can do to take a more assertive position and demonstrate its allyship to underrepresented and vulnerable groups.

- **Engagement and Co-Production**

To build a shared commitment for change based on a diverse range of personal experiences and ensure that we provide opportunities for all individuals to feed into the shaping of Health Board EDI priorities, ensuring a person-centred approach.

- **Data and Intelligence**

To better understand the data we already have and take a more intersectional approach where we consider impacts for individuals with multiple protected characteristics. This will enable us to establish key EDI actions and priorities.

Asesiad / Assessment

Activity to Date

Board Allyship

Anna Lewis's tenure as an Independent Board member with the Health Board came to an end in December 2025 and as a result she has stepped down as Chair of the EDI Taskforce. Until a new Chair is appointed, Lisa Gostling, Executive Director of Workforce and Organisational Development/Deputy Chief Executive, will oversee the group.

An action plan has been created (Appendix one), to outline the expectations of the Board for the Allyship sub-group and clearly show how success will be measured.

A report will be presented to the Executive Team meeting on 25 February 2026, to describe the proposed establishment of Executive Champions, where Board members will sponsor a protected characteristic or staff network. The aim of Board Champions will be to provide visible sponsorship and advocacy and use their positions to amplify under-represented voices.

The EDI Team has published the 2026 Diversity Calendar and a link to this online resource has been shared with Board members, and to all staff via Viva Engage, to raise awareness of key dates and celebrations throughout the year.

Engagement and Co-Production

The "Big Conversation" online workshop took place on the 6 November 2025 with 41 members of staff attending. The workshop was introduced by Lisa Gostling and facilitated by Mandy Davies, Assistant Director of Nursing and Quality Improvement. The aim of the session was to explore how we can increase engagement with all staff, regarding the EDI agenda and enable staff to participate in co-producing change ideas that help to eliminate discrimination and ensure the Health Board is a fair place to work and receive healthcare services.

Attendees were asked to complete a poll to self-report their level of empowerment to act. At the start of the session 35.6% of participants felt fully empowered to take forward and promote EDI in their role and this increased to 61.5% by the close of the session.

Four primary drivers were established to provide a focus for the workshop discussions:

1. Open and Honest Feedback
2. Engaged and Empowered People
3. Effective and Transparent Communication
4. Organisational Accountability

Attendees were asked to consider secondary drivers and ideas for change. In total 43 change ideas were generated through this process. All change ideas that were generated during the “Big Conversation” have been aligned with each of the three overarching objectives of the EDI Taskforce and will be incorporated into the action plans for each sub-group (Board Allyship, Engagement and Co-production and Data and Intelligence).

Following the session, two colleagues provided feedback on how the session could have been more accessible for neurodivergent colleagues which is crucial for inclusive communication and engagement across the Health Board. This important constructive feedback will be used to improve the accessibility of future engagement, communication and co-production activities.

The EDI Team has developed an EDI newsletter and an EDI Taskforce webpage on the internal Health Board intranet system, where key information regarding the work of the Taskforce can be found. This page will be updated as work progresses to increase transparency and awareness for all staff around EDI initiatives that are being taken forward.

Data and Intelligence

Members of the EDI Team have been working with colleagues from the Culture and Workforce Experience and Workforce Intelligence teams to explore ways in which we can improve the workforce data we currently capture so that we can better understand our data and use it more effectively. The aim is to develop a more intersectional approach to our data analysis so that we can establish evidence based, targeted interventions. We are also benchmarking against other organisations, working with our counterparts in Wales and England, to understand the challenges and opportunities that other organisations have identified when it comes to intersectionality and the robust scrutiny of data.

One of the key areas of concern is recruitment data as the TRAC recruitment platform does not allow us to combine and overlay the data using an intersectional approach. For example, we are unable to look at applicants by gender, combined with ethnicity to understand if there is any increased disadvantage or bias as a result of the intersection of the two protected characteristics. The Electronic Staff Record (ESR) is also not currently able to record a staff member’s trans status or neurodivergence, so we are missing key data that we need to be able to generate targeted interventions. We understand the new ESR system may include recruitment elements so now is a critical time for us to ensure that any new or updated systems can provide us with the data that we required.

In addition, a Workforce Intelligence Group has been established with the purpose of consolidating all Workforce and Organisational Development (OD) data into one single data dashboard which can facilitate more intersectional understanding of our Workforce.

Future plans

Three sub-groups will lead the work to drive forward the three priority areas established by the taskforce, incorporating relevant change ideas generated by the “Big Conversation”. Progress against action plans for each group will be reported to the EDI Taskforce and regularly reported to the PODCC as part of the EDI Taskforce update reports. In addition, the EDI Team will raise awareness of the SharePoint page to encourage wider engagement from staff, especially those who are active within our eight staff networks. The EDI Team also propose to publish a quarterly newsletter to supplement formal reports and raise awareness of the wide range of EDI initiatives and ongoing work that may not always be apparent to Committee and Board members.

Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is asked to **NOTE** the update provided on EDI Taskforce activity to date, the proposed future plans and provide any relevant suggestions or feedback.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

| | |
|---|---|
| Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor: | 2.1 To provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda, learning from work undertaken nationally and internationally, ensuring Hywel Dda University Health Board (the Health Board) is recognised as a leader in this field. |
| Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score: | N/A |
| Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com) | 5. Equitable 6. Person-Centred |
| Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com) | 6. All Apply |
| Amcanion Strategol y BIP: UHB Strategic Objectives: | All Strategic Objectives are applicable |
| Amcanion Cynllunio Planning Objectives | 1 Workforce Stabilisation |
| Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022 | 5. Offer a diverse range of employment opportunities which support people to fulfill their potential |

Gwybodaeth Ychwanegol:

Further Information:

| | |
|--|--|
| Ar sail tystiolaeth: Evidence Base: | <ul style="list-style-type: none">• Equality Act 2010• Public Sector Equality Duties (Wales) 2011• Is Wales Fairer (2023) – Equality and Human Rights Commission• Sources of data, including pay gap reports, workforce equality data, Workforce Race Equality Standard annual reports. |
| Rhestr Termau: Glossary of Terms: | Included within the document |

| | |
|---|-----|
| Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee: | N/A |
|---|-----|

| Effaith: (rhaid cwblhau) Impact: (must be completed) | |
|---|--|
| Ariannol / Gwerth am Arian: Financial / Service: | A Financial Impact Assessment has not been undertaken as this an update report. |
| Ansawdd / Gofal Claf: Quality / Patient Care: | <p>There is evidence to show that protected groups do experience disadvantage at all stages relating to the planning, development and delivery of public sector services.</p> <p>The development of realistic and deliverable objectives set through an equality lens and underpinned by human rights principles, and positive progress against those objectives, will improve the quality of services delivered and patient care, not just for protected groups but for the whole population.</p> |
| Gweithlu: Workforce: | There is evidence to show that protected groups do experience disadvantage when seeking employment and during their careers. Embedding equality considerations aligned to the Health Board's values and proactively taking action will result in recruitment and retention of a diverse workforce, increasing staff knowledge and breaking down barriers faced by protected groups. |
| Risg: Risk: | Challenges from staff or the public in relation equality and human rights can result in financial and reputational damage to the Health Board. |
| Cyfreithiol: Legal: | Breaches of compliance with the duties of the Equality Act 2010 risks the issue of a letter of non-compliance by the Equality and Human Rights Commission and legal challenges through judicial review and employment tribunals. |
| Enw Da: Reputational: | Non-compliance with Equality Act 20210 duties as well as experience of discrimination could result in both legal and reputational damage to the organisation. |
| Gyfrinachedd: Privacy: | N/A |
| Cydraddoldeb: Equality: | An Equality Impact Assessment has not been undertaken as this an update report. |

Equality, Diversity and inclusion (EDI) Task Force

Sub Group – Board Allyship

Purpose – to ensure board members act as visible, active allies who champion inclusion, challenge inequality, and use their influence to create a fair and compassionate culture.

Lead – Lisa Gostling, Executive Director of Workforce & Organisational Development/Deputy Chief Executive

| Theme | Objective | Action | Measures/Evidence | Progress |
|----------------------------------|---|--|---|----------|
| Personal Commitment to learning | Build individual awareness of privilege, bias, and inclusive leadership | <p>Each Board member completes structured allyship and anti-racism learning programme.</p> <p>Regular reflection sessions on lived experience, and unconscious bias.</p> <p>Engage with staff stories and network events to listen and learn</p> | <p>100% ESR compliance with EDI information.</p> <p>100% Board participation in training</p> <p>Reflections shared in annual board development session.</p> <p>Evidence of learning influencing decision.</p> | |
| Visible sponsorship and advocacy | Use positional power to amplify under-represented voices | Each board member sponsors a protected characteristic or staff network. | <p>Attendance updates</p> <p>Feedback from staff networks</p> | |

Appendix one

| Theme | Objective | Action | Measures/Evidence | Progress |
|--|---|--|--|----------|
| | | Attend and promote network events and initiatives. Publicly advocate for inclusion through communication and community engagement. | Inclusion included in external communications and Board update reports. | |
| Inclusive Governance and Decision making | Embed equity and inclusion in board governance and decision processes | Require EDI impact assessments for all Board papers Review workforce diversity and culture Key Performance Indicators (KPIs) Include EDI risk on the Board Assurance Framework (BAF) | % of papers with EDI impact assessment Quarterly EDI dashboard to Board Actions tracked in minutes | |
| Listening & Psychological safety | Create an environment where staff feel safe, heard and valued | Include staff story of lived experience in Board & Sub Committee agendas | Feedback from staff survey Increase in people who feel confident to speak up via other methods | |
| Accountability & transparency | Hold the Board and organisation to account for inclusion outcomes | Publish annual EDI progress statement signed by Chair and Chief Executive Officer | Annual EDI report published Metrics embedded in performance frameworks | |

Appendix one

| Theme | Objective | Action | Measures/Evidence | Progress |
|-------------------------------|---|--|--|----------|
| | | <p>EDI metrics in all executive Director objectives</p> <p>Report allyship progress publicly in Board papers & on internet</p> | <p>Improvement trends in workforce data and culture metrics</p> | |
| System and community allyship | Extend allyship beyond organisation to influence the system | <p>Collaborate with partners on shared EDI goals.</p> <p>Use Board influence to promote inclusive procurement and partnership policies</p> <p>Champion community engagement with marginalised groups</p> | <p>Shared EDI plan developed</p> <p>Evidence of EDI in partnership agreements</p> <p>Community feedback on inclusivity</p> | |