



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	20 August 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Strategic Equality Plan Annual Report 2023/24 (incorporating workforce equality and pay gap reports)
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development
SWYDDOG ADRODD: REPORTING OFFICER:	Anna Bird, Assistant Director of Strategic Partnerships, Diversity and Inclusion

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The Public Sector Equality Duty (PSED) Wales requires that the Health Board produces an annual report by 31 March each year for the preceding year which details the progress made against the Health Board’s Strategic Equality Plan (SEP) and objectives. The requirement to publish an annual workforce equality report has been integrated into the SEP Annual Report and statistical information is presented as an Appendix based on staff employed on 31 March 2024, in line with the PSED requirements.

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 came into force on 06 April 2017 and requires employers with more than 250 employees to publish annual data on their gender pay gap. Although public sector organisations in Wales are exempt from these regulations, NHS Wales has agreed to work to publish its own gender pay data in line with the regulations using a report designed to meet the requirements in Electronic Staff Register Business Intelligence (ESRBI). Alongside our Gender Pay Gap, we are publishing our pay gap position for Ethnicity and Disability.

This year, we have used an intersectional approach for the analysis of our workforce equality information as we know that people with more than one protected characteristic can experience greater disadvantage and multiple challenges. We have therefore drawn out our findings as an appendix (Appendix three) with an action plan, that shows the broader actions to be taken for 2024 – 2025, to support our aim to be an accessible and inclusive workplace. Appendix three is an additional resource that will be used internally and will not be published with the reports.

The final version of the consolidated reports was shared with Staff Partnership Forum prior to presentation at the People, Organisational Development and Culture Committee (PODCC).

The Committee is requested to receive the SEP Annual Report 2023-2024 noting that this is a consolidated report bringing together all reporting requirements established under the Equality Act 2010 and agree its submission to Board for approval and publication.

Cefndir / Background

Hywel Dda University Health Board is committed to providing outstanding patient care and we do this by ensuring we have a diverse, talented and high performing workforce. We are working hard to create an inclusive and compassionate culture and to ensure that equality is considered throughout the employee life cycle.

The Equality Act 2010 covers discrimination relating to the following nine protected characteristic groups: Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation. Public bodies are required to consider needs, by reference to these characteristics, when designing and delivering public services.

As a public sector body, the health board must, in its policies and practices, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not;
- Foster good relations between persons who share relevant protected characteristics and persons who do not.

The public sector in Wales has an obligation to fulfil PSED as prescribed in law. These Duties include the development and implementation of a rolling 4-year Strategic Equality Plan (SEP) and objectives, and the publication of an annual report detailing the steps taken to meet the objectives in the SEP. The following four objectives were agreed for the Health Board:

- **Objective 1 – Leadership by All**
 - Staff at all levels, including Board members, actively promote and facilitate a culture of inclusion and wellbeing across the organisation
- **Objective 2 – Working Together**
 - Working with our population, staff, stakeholders and partners, particularly those identified as having worse experiences, will shape the design and delivery of services
- **Objective 3 – Improving health and well-being for all**
 - Our staff will be suitably skilled and experienced to develop and deliver services that are informed by local needs, improve access and reduce inequalities
- **Objective 4 - Being an employer of choice**
 - We will offer equal opportunities for employment and career progression and support the health and well-being of our staff and volunteers within a fair and inclusive environment

The Pay Gap report presents an analysis of the difference in average earnings between groups of colleagues within the organisation, regardless of what role they are in. This is a useful way to measure pay equality due to its simple calculation, however it does not measure the pay difference between people at the same pay grade, doing the same job, with the same working pattern. It also does not include any of the personal characteristics that may determine a person's pay, such as age.

It should be noted that the headcount figures in the Pay Gap report and the workforce equality data published in the annual report are different. The figures in the workforce equality data section of the SEP report includes all staff (including bank and locum) whether they've earned money in the year or not, whereas the Pay Gap report will only include staff that have earned money in the year and where an hourly rate can be calculated.

Although not required, reporting pay differences between ethnically diverse and disabled colleagues is encouraged as a means of improving inclusion and to tackle inequality in the workplace. In the Pay Gap report, we have used the mean average to demonstrate the pay gap for disability and ethnicity and hope to build on the analysis for future years.

Asesiad / Assessment

The Health Board continues to be committed to working together across the organisation and with our partners to ensure that the services we provide remain accessible and that the health inequalities exacerbated by the pandemic are addressed. During the reporting period (2023/24) progress has been made against each of the four Strategic Equality Objectives set out in the 2020-2024 Strategic Equality Plan, and examples of these are described within the report. Some case studies are used drawing on feedback from staff, patients and members of the community. These have been anonymised and fictitious names have been used to protect the identity of individuals.

Some of the achievements outlined in the report include:

Leadership By All

- Delivery of LEAP (Leadership Engagement with Awesome People), a programme that empowers staff to build on their own and their teams' strength and provides challenge and critical awareness of personal approaches to leadership.
- Development of a Talent Management and Succession Planning framework that guides aspiring and current senior leaders to assess and develop competencies and behaviours that are aligned with the Health Board's values.
- Delivery of Cultural Intelligence training, which explores culture and its relevance to inclusion and belonging, introduces cultural value dimensions and how they inform behaviour and attitudes, and provides strategies to manage and mitigate biases and negative stereotypes
- Leading the way in Wales with Autism Awareness training, which is mandatory for all staff.
- Celebrating diversity through events such as Diwali, International Women's Day, Pride, Black History month and a multi-faith Christmas service.

Working Together

- Working with local authorities, 3rd sector partners to support asylum seekers, refugees, Gypsy and Traveller and homeless communities, and those who experience socio-economic disadvantage to access health and care services and reduce the barriers and disadvantage which is experienced.
- Appointment of a Gender Nurse Specialist as part of the local Gender Team to support our gender diverse communities.
- The internship project to facilitate and foster the acquisition of jobs by people with disabilities and additional learning needs, working in partnership with social care and the further education sector.

Improving Health and Wellbeing for All

- Improving the experience of patients with sensory loss attending out-patient departments through our work to develop awareness raising information.
- A Digital Services project aimed to improve communication with patients and increase patient choice, as well as providing letters in accessible formats.

- Working with Gypsy and Traveller communities and individuals who are homeless or vulnerably housed has directly impacted on addressing inequalities in health and responding to communicable disease outbreaks.
- The launch of the Staff Health and Wellbeing Gateway in May 2023 bringing together the full range of staff support services.

Being an Employer of Choice

- Promotion of the Working in Confidence platform providing staff with the safety of anonymity in speaking up about concerns and being supported by Speak Up Champions.
- Embedding the range of staff support networks available to staff and encouraging them to participate in policy developments, consultations, awareness raising events and training.

Workforce equality data and pay gap reports:

The report includes workforce equality data and pay gap data reports. It should be noted that the data within the pay gap report is based on staff who have earned money during the reporting period. The number of staff reported may vary from those reported within the workforce equality section, as this is based on all staff engaged as workers and employees (including bank and locum staff) as required by the Public Sector Equality Duty.

The workforce equality data and pay gap reports provide an overview of the characteristics of our workforce and highlight a number of areas where further action may be required in order to build a more inclusive and equitable workforce. Work has also been ongoing to present some intersectional analysis, although recognising that with smaller data sets these cannot be published to ensure anonymity.

Argymhelliad / Recommendation

The Committee is requested to:

- **RECEIVE** the SEP Annual Report 2023-2024 noting that this is a consolidated report bringing together all reporting requirements established under the Equality Act 2010 and **AGREE** its submission to Board for approval and publication.
- **NOTE:**
 - The examples of work which has been undertaken to meet the Public Sector Equality Duties and SEP Objectives 2020-2024.
 - The intersectional analysis and action plan which sets out the actions which will be taken in 2024-25; this will be a document for internal use only.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	5.1.2 Enable employers and staff organisations to put forward issues affecting the workforce.
	5.1.10 Consider national developments in NHS Wales Workforce & Organisational Strategy and the implications for the Board including matters of service re-profiling.

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
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	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives 5. Offer a diverse range of employment opportunities which support people to fulfill their potential 8. Transform our communities through collaboration with people, communities and partners

Gwybodaeth Ychwanegol: Further Information:

Ar sail tystiolaeth: Evidence Base:	<ul style="list-style-type: none"> • Equality Act 2010 • Public Sector Equality Duties (Wales) 2011 • Health Board's Strategic Equality Plan and Objectives
Rhestr Termiau: Glossary of Terms:	Included within the body of the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	An early draft of the report was shared with all the Staff Partnership Forum at their meeting in May 2024, and Trade Union representatives were involved in discussions related to intersectional analysis of the workforce information and pay gap report. The draft report has also been shared with members of the staff networks and their comments have been incorporated into the final version which was presented at Staff Partnership Forum at their meeting in August 2024.

Effaith: (rhaid cwblhau) Impact: (must be completed)

Ariannol / Gwerth am Arian:	There will be costs associated with providing specialist training to staff in relation to meeting identified training needs on equality issues where external expertise and/or lived experience is required/recommended.
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Financial / Service:	While there is a dedicated budget for Strategic Partnerships, Diversity and Inclusion and some courses will be delivered corporately and through these funds, some external training provided to individuals as an identified training need will need to be met from relevant departmental and corporate budgets.
Ansawdd / Gofal Claf: Quality / Patient Care:	There is evidence to show that generally, protected groups are disadvantaged at all stages relating to the planning, development and delivery of public sector services. 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 population as a whole.
Gweithlu: Workforce:	There is evidence to show that generally, protected groups are disadvantaged when seeking employment and during their careers, facing prejudice and discrimination within exclusive working environments. Also, it is known that staff perform better when they can be themselves in the workplace. Embedding equality into core functions and HDdUHB's value base, setting objectives which engender the recruitment and retention of a diverse workforce, increasing staff knowledge and breaking down barriers faced by protected groups will lead to increased wellbeing amongst staff and can result in lower sickness absence levels, conserving valuable staff and financial resources.
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:	Non-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:	The SEP Objectives are designed to reduce the likelihood of reputational damage by prescribing fair and equitable treatment of staff and service users and taking action to meet the objectives. Producing an annual report on equality objectives is a requirement of the PSED. Non-compliance with the PSED would result in legal challenges and consequent financial and reputational damage to the organisation.
Gyfrinachedd: Privacy:	Information gathered for equality data monitoring purposes can include details on sensitive personal information, but this data is anonymised in reports and cannot be traced back to the individuals concerned. Information will already be held on Electronic Staff Records and Health Records if individuals have agreed to supply the information on a voluntary basis. An explanation of why the information is being collected and what it will be used for is included on the relevant data collection forms.
Cydraddoldeb: Equality:	The report describes progress towards meeting the PSED and meeting the health board's stated equality objectives. Publishing the Strategic Equality Plan annual report and Pay Gap reports within the prescribed timescale is one of the specific Public Sector Equality Duties.



“...Making a difference... We have to see people in the context of their lives and ask what matters to them.”

Strategic Equality Plan Annual Report 2023-2024



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Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

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Introduction

Hywel Dda University Health Board (the Health Board) is committed to putting people at the heart of everything we do. Our vision is to create an accessible and inclusive organisational culture and environment for everyone. This includes our staff, those who receive care and their families and carers, as well as partners who work with us whether this is statutory organisations, third sector partners or our communities. This means thinking about people as individuals and taking a person-centred approach, so that we treat everyone fairly, with integrity, dignity and respect, whatever their background and beliefs.

The Equality Act 2010 is about treating everyone in a fair way. This law protects people from being treated worse than other people because of:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and belief (including no religious belief)
- Sex
- Sexual orientation

We need to collect and use information about the experiences of our staff and service users to help us work in ways that ensure that we are treating people fairly. It is also important that our services are meeting the needs of all groups of people and that we treat people fairly at work. Within the report we illustrate case study examples. The names used are fictitious in order to protect the identity of the individuals who have shared their stories or feedback.

We use a range of methods to gather and collate information about our communities and our staff. These include:

- Siarad Iechyd/Talking Health, our involvement and engagement scheme which gives members of the public an opportunity to have their say on how local health services are planned, developed and delivered;
- Engaging and consulting with staff and our communities at public events and through surveys;
- Data gathered on our patient administration systems;
- Feedback from patients about their experiences of using our services including compliments and complaints;
- Data gathered from staff surveys, as well as our electronic staff record and grievance reports;

- Welsh Government initiatives and national reports, for example those published by the Equality and Human Rights Commission, Older People's Commissioner, Stonewall and others;
- Data collated in the Public Service Board Wellbeing Assessments for each of the three counties.

We are continuously working to improve the collection and reporting of equality data about people who use our services. This includes adapting our existing systems to collect the data, as well as raising awareness about why we need to collect it and how we will use this information to improve services and outcomes for patients. The same applies to the collection of equality data for our staff and we are working with Welsh Government and other NHS Wales Health Boards and Trusts to improve our national information systems.

Our work to progress the equality agenda is inter-linked with several pieces of legislation, policy drivers and the findings of key reports including:

- The Welsh Language (Wales) Measure 2011 - National Assembly for Wales
- Well-being of Future Generation (Wales) Act 2015
- The Welsh Language Standards (No.8) Regulations 2022 - Welsh Government
- More than just words - Welsh Government
- The Socio-economic Duty - Welsh Government
- The Armed Forces Covenant Duty - UK Government
- Anti-racist Wales Action Plan - Welsh Government
- LGBTQ+ Action Plan - Welsh Government
- Is Wales Fairer? (2023) - Equality and Human Rights Commission

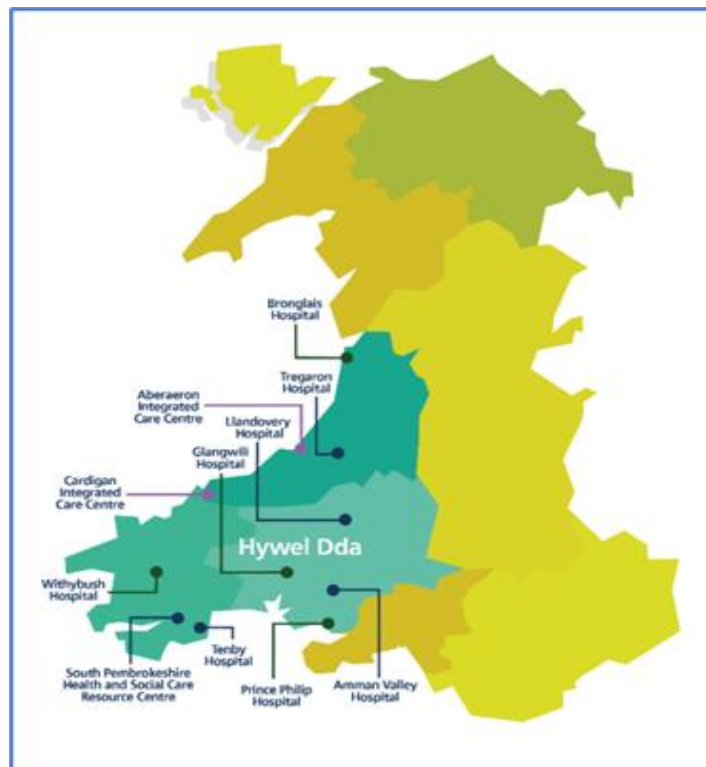
Whilst our annual report is an overview of some of the Health Board's work to promote equality, diversity and inclusion, it should be read alongside other key documents outlined below and hyperlinks are provided to the documents:

- [Hywel Dda University Health Board Annual Report](#)
- [Director of Public Health Annual Report](#)
- [Our 20-year strategy - A Healthier Mid and West Wales: Our Future Generations Living Well](#)
- [Our Well-being of Future Generations Annual Report](#)
- [NHS Charities Together Communities Partnerships Interim Report \(2023\)](#)

About the Hywel Dda area

Hywel Dda University Health Board plans and provides NHS healthcare services for people in Carmarthenshire, Ceredigion, Pembrokeshire and bordering counties. Here are a few facts, but for more information please see our Health Board Annual Report 2023-2024:

- Our Health Board covers a quarter of the land mass of Wales.
- We employ approximately 13,000 members of staff and have a growing number of volunteers and apprentices.
- Based on the 2021 Census, we provide healthcare services to around 383,000 residents as well as to large numbers of visitors to our area.
- There are 48 general practices, 47 dental practices, 99 community pharmacies and 44 general ophthalmic practices.
- We have four main hospitals, seven community hospitals and eleven health centres.
- We work in partnership with our three local authorities as well as colleagues from the public, private and third sectors.



We recognise that there are many people within our diverse populations (including many with a protected characteristic) that experience socio-economic deprivation, which is a key factor in poorer health, lack of opportunity to access education and employment, thereby perpetuating the cycle of deprivation. We aim to break this cycle in line with the aspirations of the Well-being of Future Generations (Wales) Act

2015 to create a healthier, more equal Wales of resilient communities, working together towards a better future for all. Information on health and socio-economic factors across the three counties is available from the [Public Health Wales Observatory](#), [the Welsh Index of Multiple Deprivation](#) and [Stats Wales](#).

Further information about the characteristics and needs of our population can also be found in the following local assessments of wellbeing published by the Public Services Boards in each local authority area:

[Ceredigion Local Well-being Plan - Ceredigion County Council](#)

[Carmarthenshire Local Well-being Assessment - the Carmarthenshire We Want](#)

[Well-being Assessment - Pembrokeshire County Council](#)

Demographics for the Hywel Dda region are available on the [Office for National Statistics website](#). Historically, our population has been subject to temporary changes, with substantial increases in population during the summer months boosted by the tourism industry and by transient student populations throughout the year. We recognise that we must continue striving towards ensuring that our diverse communities have opportunities to communicate their needs, to have services provided appropriately and to have equal opportunities for employment and career progression.

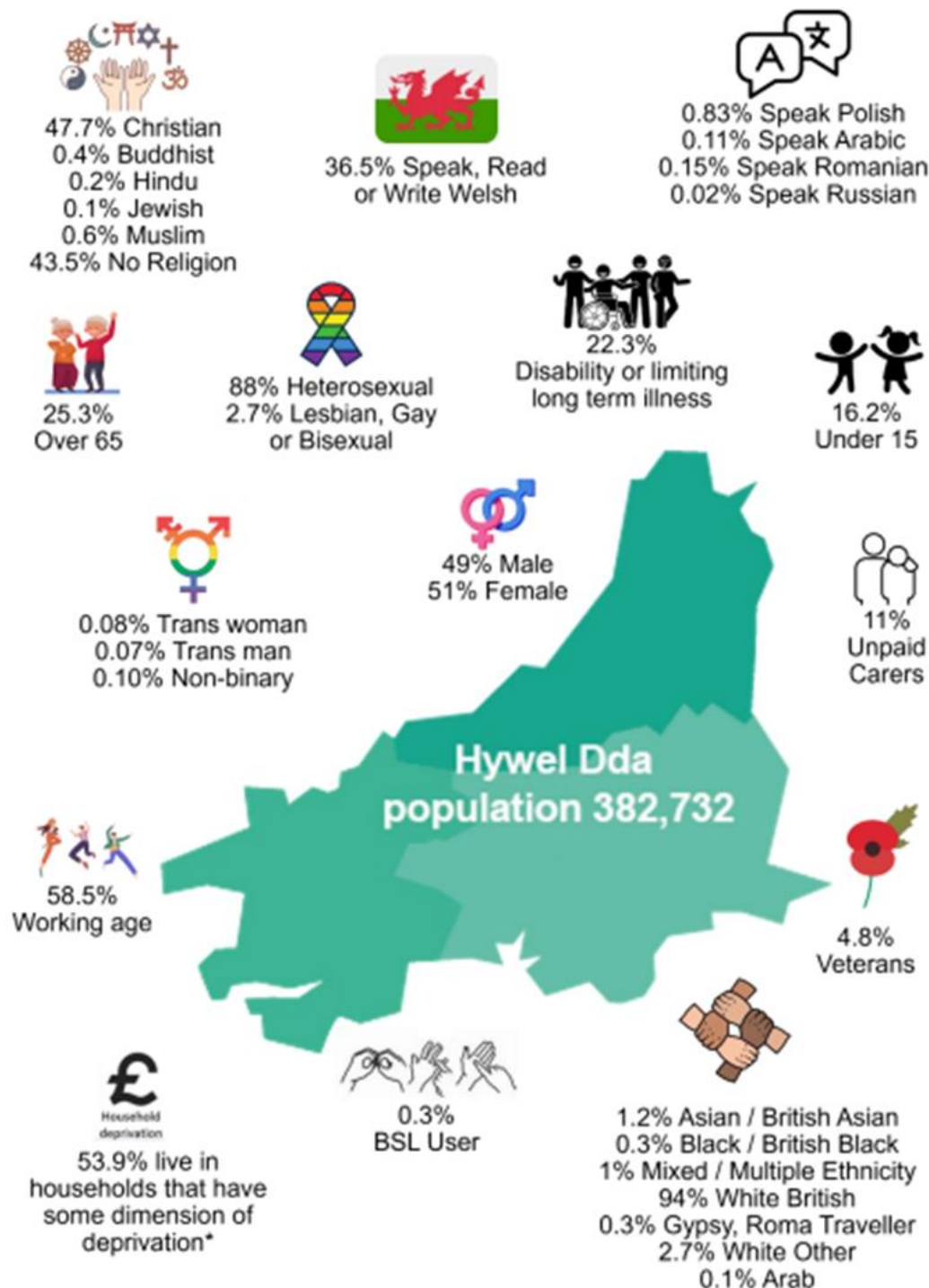
There are high concentrations of Welsh speakers in some areas across the three counties and we strive to provide an active offer to patients who may wish to receive their services in Welsh. We seek to learn who our Welsh speaking service users are and we ask our Welsh speaking staff to register their Welsh language skills on their Electronic Staff Record (ESR). In line with the Welsh Language Standards (No.7) 2018 Regulations, we have an action plan in place to fulfil the requirements of the Standards through our Bilingual Skills Strategy. Further information can be found within our [Welsh Language Annual Reports](#).

Appendix 1 includes information on our Annual Workforce Equality Reports 2023-2024 which illustrates “life in Hywel Dda” across the protected groups. The information is extracted from data held on the Electronic Staff Record’s Business Intelligence database. All Health Board employees are encouraged to record and regularly update their personal data on this system to aid the collection of more complete and accurate information about our workforce as a whole.

An overview of the population of Hywel Dda University Health Board can be found on the following page.

Our population

The infographic below provides an illustration of the characteristics of the people living in Hywel Dda and is drawn from the averages of the data for each local authority area.



*The dimensions of deprivation used to classify households are indicators based on four selected household characteristics. - Education, Employment, Health & Housing ([Household deprivation - Census Maps, ONS](https://www.ons.gov.uk/census)). Data provided by ONS Census 2021 <https://www.ons.gov.uk/census>

Our strategic equality plan and objectives 2020-2024

Our Strategic Equality Plan (SEP) 2020-2024 sets out how we committed to advance equality, eliminate discrimination and foster good relations between those who share a protected characteristic and those who do not. Our plan relates to our role as an employer, as well as the way in which we provide services to patients, families, carers and our wider population. We established four key objectives which are as follows:

Objective 1 - Leadership by all

Staff at all levels, including Board Members, actively promote and facilitate a culture of inclusion and wellbeing across the organisation.

Objective 2 - Working Together

Working with our population, staff, stakeholders and partners, particularly those identified as having worse experiences, will shape the design and delivery of services.

Objective 3 - Improving health and well-being for all

Our staff will be suitably skilled and experienced to develop and deliver services that are informed by local needs, improve access and reduce inequalities.

Objective 4 - Being an employer of choice

We will offer equal opportunities for employment and career progression and support the health and well-being of our staff and volunteers within a fair and inclusive environment.

Our SEP Objectives have been aligned with the Health Board's Wellbeing Objectives which in turn link to the wellbeing goals set out in the Wellbeing of Future Generations (WFG)(Wales) Act 2015. The WFG Act is central to our approach to the long-term journey that we are on which was described in our strategy 'A Healthier Mid and West Wales: Our Future Generations Living Well'. In September 2020 the Health Board established strategic objectives that reflect our vision that 'Together we are building kind and healthy places to live and work in Mid and West Wales'. The objectives relate to our people (staff, service users and communities) and our services:

Together we are building kind and healthy places to live and work in Mid and West Wales.



The examples provided in this annual report demonstrate how the Health Board is working consciously to embed and promote principles to achieve the best possible health and wellbeing outcomes for all.

As the Health Board continues to recover from the impact of the COVID-19 pandemic, the disproportionate impact upon those with a protected characteristic and those who are vulnerable is becoming more evident. The Health Board is working hard to address the worsening health inequalities for people within our communities which have been exacerbated by the current cost of living crisis, BREXIT and the war in Ukraine. There are plans in place for a Health Improvement and Equity Oversight Group to be established in order to monitor health inequalities for specific individuals, to identify actions to reduce those inequalities and to improve individuals' health and wellbeing. The Health Board continues to work in collaboration with our partners and stakeholders to drive continuous improvements for those who are most vulnerable and who have been most affected by the impact of external societal factors beyond their control. Examples of how we have done this can be found throughout this report.

Spotlight on: leadership by all

Our Objective

Staff at all levels, including Board members, actively promote and facilitate a culture of inclusion and wellbeing across the organisation.

Anticipated Outcome

Staff, including Board members, will be motivated to use their lived experiences and act as role models to create positive experiences for colleagues and service users, to identify where improvements can be made and will be supported to put their ideas in to practice as appropriate.

What have we done in 2023-24?

Developing our staff

Evidence continues to highlight that the biggest impact on organisational culture is leadership. Following robust research and design work during 2022, the past 12 months saw the launch of three new programmes:

- **LEAP (Leadership Engagement with Awesome People)**
Leaders at Hywel Dda need to be agile, vibrant, responsive, innovative, diverse, and regenerative. LEAP was created to develop and support leaders to be able to respond and adapt to the challenges both now and in the future. Five cohorts of the new LEAP programme have been delivered over the last 12 months and each cohort consists of between 15 and 20 attendees. The programme empowers staff to build on their own and their teams' strength to develop individual and collective performance, provides challenge and critical awareness of personal approaches to leadership, its impact, and their responsibilities.

The Strategic Partnerships, Diversity and Inclusion team deliver a 'Creating an environment where everyone can flourish and thrive' session which covers topics such as benefits of diversity and inclusion in the workplace, equality and diversity laws and legislation, discrimination, unconscious bias.

- **Talent Management and Succession Planning**
To further enhance and develop our senior leadership body, a 'Leading Hywel Dda into the Future' leadership framework was designed. This provides guiding principles for aspiring and current senior leaders, assisting them in

continual assessment and development of competencies and behaviours that are aligned with the Health Board's values.

A leadership development centre was held in July 2023 which was designed to identify, develop, and grow the careers of our talented leaders who wish to progress their leadership career in Hywel Dda. As a result, an aspiring Assistant Director Talent Pool was launched and 6 leaders gained membership. The Talent Management team will continue to meet with members to support and monitor individual progress.

- **The Coach Approach**

Coaching in the workplace can result in staff feeling motivated, empowered, and valued. The Coach Approach programme is designed to provide leaders with the principles and skills to develop a coaching style of leadership. Since its launch in the Autumn of 2023, 7 cohorts have been delivered to 86 leaders from across the Health Board. Attendance at this programme is open to all staff, and is not determined by grade or position.

- **Management training**

During 2023-2024 the Health Board launched three new sessions, which built on existing inclusive training and unconscious bias sessions. The new sessions - effective communication, managing change and presentation skills - all include examples of equality, diversity and inclusion best practice.

- **Making a Difference**

Over 1,000 staff have accessed the "Making a Difference" Customer Service programme which explores ways to create positive interactions with Hywel Dda customers, our patients, families, and visitors. The programme focuses on promoting effective communication, providing tools to manage conflict and incivility and is reinforced by the Hywel Dda Values and Behaviours framework.

- **Cultural Intelligence training**

The Health Board's Organisational Development Relationship Manager service developed and delivered training in conjunction with the Learning and Development team in order to increase the cultural intelligence skills of managers and leaders. The sessions explore how our cultural preferences inform our behaviour, attitudes and how we lead, behave, relate to and engage others.

- **Anti-racism training**

A key action within Welsh Government's Anti-racist Wales Action Plan is that "All NHS Board members will undertake an anti-racist education programme and implement and report progress against personal objectives (for all Board

members) to meet the vision of an anti-racist Wales”. With this action in mind, the Strategic Partnerships, Diversity and Inclusion team arranged for ‘No Boundaries’, a specialist training and management consultancy, to deliver an anti-racism session to board members in October 2023.

- **Autism Awareness training**

In line with the rising diagnosis rates and subsequent demand for support for people with autism, the Learning and Development team worked in partnership with Autism Wales to procure training on autism awareness for our staff. Autism Wales allowed the Health Board to deliver its ‘Introduction to Autism’ online training session via the Health Board’s Electronic Staff Record system and this is now mandatory for all staff. At the end of March 2024, 81.5% of Health Board staff had completed the module; the highest compliance of all Health Boards across Wales. The Health Board will be looking to increase completion rates further, develop further modules and aim to achieve the “Autism Understanding Organisation” certification.

Black, Asian and Minority Ethnic Advisory Group

The Health Board’s Black, Asian and Minority Ethnic Advisory Group continued to meet on a regular basis throughout 2023-2024 and provides updates on its work to the People, Organisational Development and Culture Committee. The Advisory Group has ownership and oversight of the Health Board’s work to meet the requirements of Welsh Government’s Anti-racist Wales Action Plan, and has developed a local action plan to implement actions to improve the experiences of Black, Asian and Minority Ethnic staff and service users.

The Welsh Government’s Anti-racist Wales Action Plan (ArWAP) sets out to tackle structural racial inequalities in Wales to make ‘meaningful and measurable changes to the lives of Black, Asian and Minority Ethnic people by tackling racism’ with an aim of Wales being an anti-racist nation by 2030 ([Anti-racist Wales Action Plan | GOV.WALES](#)). The initial focus of the local action plan has been on the experience of career progression for nurses from ethnic minority groups in Hywel Dda. A Working Group led by the Workforce Culture, Diversity and Inclusion Manager is drawing on existing work and learning from and the experiences of nurses from ethnic minority groups has been gathered through a range of local and national sources. As well as career progression, the Working Group focused on recruitment and development culture, and sought to highlight and address any discriminatory practice.

Supporting staff arriving from overseas

Activity has been ongoing to ensure that staff feel welcomed and supported when they join the Health Board, especially when coming to Wales from overseas. There are a number of clinical fellows as well as some specialist, associate specialist and

speciality doctors (SAS doctors) and an increasing number of International Medical Graduates (IMG's) taking up training posts for the first time in the UK, as well as Internationally Educated Nurses, so it's been essential that the recruitment process, including induction provides them with the information they need.

The Black, Asian and Minority Ethnic Advisory Group also identified that staff moving into employment with the Health Board from other countries would benefit from additional support and a pilot scheme was developed focused on supporting overseas doctors. Following review by a small task and finish group it was identified that a Workplace Buddy scheme would be beneficial for all new members of staff. This scheme has now been rolled out across the Health Board for all new starters.

Workplace buddies are colleagues that encourage and demonstrate high quality practice, to promote effective and safe practice and help people settle into their new environment with more comfort and ease. Having support, especially during those first few weeks or months, can make a big difference to a new colleague's experience and will support staff retention.

Celebrating Diversity

The Health Board's Strategic Partnerships, Diversity and Inclusion Team produce an annual Diversity Calendar which is popular amongst staff. The calendar allows teams to identify any cultural or religious events that they would like to promote to staff and service users. Often the events selected by teams will be relevant to their service area and will help to raise cultural awareness. The Strategic Partnerships, Diversity and Inclusion Team also produce and share a 'What's on' document for each month as a reminder of cultural or religious events. Both the Diversity Calendar and the 'What's on' documents are shared through various communication channels with Health Board staff members throughout the year. During 2023-2024, several celebration events took place and a selection have been highlighted below:

International Women's Day

To mark International Women's Day a wellbeing event was arranged in partnership with 'People Speak Up', the 'Llanelli multicultural network' and the Health Board's Community Development Outreach Team (CDOT). The event was attended by approx. 130 people from the local community. Health promotion messages were shared by public health midwives, the immunisations and vaccinations team, social prescribers and CDOT provided guidance on healthy eating, smoking cessation, and alcohol reduction in various community languages.



(event poster for International Women's day event 2023)

To further promote International Women’s Day the Strategic Partnerships, Diversity and Inclusion team promoted a variety of additional reading resources that staff members could access from the Health Boards library service (see example below).



(Example of the library resources promoted in line with International Women’s Day)

Multi-faith Christmas Service

The Spiritual Care Team held a multi-cultural Carol Service providing an opportunity to celebrate together the hope, peace and joy for Christians across the world. The service acknowledged and appreciated the diversity of faiths and beliefs, and affirmed our commitment to equality, inclusion and respect for all. Staff from a variety of cultural backgrounds and countries participated in the event where they delivered readings, prayers, songs and reflections from different Christian traditions and languages.

**Time to Celebrate Together
Christmas Carol Service
All Welcome**

20th December 2023
Bethel Church, Picton Terrace,
Carmarthen, SA31 3BT

6:30pm

Ample Parking

Welsh Ambulance Service colleagues
joining too!

Refreshments available after the service

For more information, please contact
Euryl.howells2@wales.nhs.uk or (01267) 227563



**Amser i ddathlu gyda'n gilydd
Gwasanaeth Carolau Nadolig
Croeso i bawb**

20th Rhagfyr 2023
Eglwys Bethel, Teras Picton,
Caerfyrddin, SA31 3BT

6:30pm

Digon o le parcio

Cyd-weithwyr Gwasanaeth Ambwlians Cymru yn
ymuno hefyd!

Lluniaeth ar gael ar ôl y gwasanaeth

Am fwy o wybodaeth, cysylltwch â
Euryl.howells2@wales.nhs.uk neu (01267) 227563



Case Study - Diwali Celebration Unites Cultures (summary from reflections by Jennie

McClymont, Staff Network member)

On the 5th November 2023, in a vibrant display of diversity and cultural harmony, Hywel Dda Health Board hosted a joyous Diwali celebration. The event, organised by the Black, Asian, and Minority Ethnic Staff Network members and allies, offered a glimpse into the rich cultural tapestry of those who call Hywel Dda University Health Board their workplace. The venue was adorned with colourful decorations, traditional Rangoli patterns, and flickering Diya, creating an ambience that resonated with the spirit of Diwali. The festival, widely celebrated by the Hindu community, transcended cultural boundaries. The Black, Asian, and Minority Ethnic Staff Network, recognising the significance of Diwali in the lives of many of their colleagues, organised an inclusive event that would not only celebrate the festival but also foster a sense of community and understanding.

One of the highlights of the celebration was a multicultural feast, where attendees had the opportunity to savour a wide array of delicious homemade dishes brought to the event by attendees from various cultural backgrounds. In addition, messages of encouragement and well wishes were shared by the senior leadership team to all in attendance hoping health, wealth and happiness would be their experience. In the spirit of Diwali, the event concluded with the symbolic lighting of candles, signifying the triumph of light over darkness and the unity that can be found in diversity. The celebration left a lasting impact on the participants, creating a sense of belonging and reinforcing the idea that cultural differences can be a source of strength and enrichment.



(Picture of staff at the Diwali event 2023)

Supporting Pride events

Members of the Strategic Equality, Diversity and Inclusion team alongside members of the Health Board's Enfys LGBTQ+ staff network represented the Health Board at several local Pride events, including Swansea, Carmarthen, Llanelli, Pembrokeshire

and Aberystwyth. See collage of Health Board staff and colleagues at various Pride events during 2023.

The Director of Workforce and Organisational Development, and the Assistant Director of Strategic Partnerships, Diversity and Inclusion also attend some Pride events to promote the Health Board's leadership commitment to LGBTQ+ communities both as an employer and as a healthcare provider. During Pride events members of the public were able to access health promotion information and discuss any matters of concern and seek advice from community midwives, sexual health and smoking cessation staff.



(Collage of Health Board staff and colleagues at various Pride events during 2023)

Black History Month

The Health Board celebrated Black History Month in October 2023. As well as a number of awareness raising events, Winston Weir, Independent Board member and Chair of the Black, Asian and Minority Ethnic Advisory Group shared some reflections on his own cultural heritage and his ambitions for the future of the Advisory Group and the Black, Asian and Minority Ethnic Staff Network. This information was shared via global emails across the Health Board and directly with Advisory Group and Staff Network members as part of the Health Boards action to provide visible leadership.

Spotlight on: working together

Our Objective

Working with our population, staff, stakeholders and partners, particularly those identified as having worse experiences, will shape the design and delivery of services.

Anticipated Outcome

We will use our mechanism of engagement to ensure equal opportunities across all groups, particularly those who traditionally face barriers, to contribute to and influence the design and delivery of services.

What have we done in 2023-24?

Supporting our diverse populations

The Community Development Outreach Team (CDOT) work in the community to gather information about the needs of our diverse populations and where needed provide information, advice and support to enable individuals and families to access health care services. In general, the CDOT team:

- Meet and talk with people in the community and encourage participation in public engagement events
- Share important public health messages
- Empower people to access healthcare services and promote vaccine uptake
- Connect people with other agencies
- In partnership, plan and attend community events to bring communities and services together to celebrate diversity and inclusion; and
- Support health staff to use interpretation services to ensure patients have access to interpreter services when needed and to improve patient/clinician experiences.

The CDOT have been working in partnership with Citizen's Advice, Gypsy and Traveller Wales, Pembrokeshire Association of Volunteers (PAVs), Travelling Ahead, the Fire Service and the Community Immunisation Team to deliver well-being events for members of the Gypsy and Traveller communities. Many people were struggling because of the cost-of-living crisis, especially household bills, such as heating. Over forty people attended the events, strengthening community relationships and enabling people to understand what was available to them. People were able to make sure they had the right benefits with the help of Citizens Advice and apply for winter fuel grants to help with the cost of living. There were also opportunities to sign

up for the Period Poverty delivery scheme and to register as an unpaid carer which is something that affects many people in the Gypsy and Traveller communities.

The CDOT have worked in partnership with 'The Goods Shed' in Llanelli to hold a number of well-being events bringing together various organisations and Health Board teams to support wellbeing in the Tyisha Ward which is an area of socio-economic disadvantage in Llanelli. The team also regularly refer individuals to foodbanks, as well as visiting the foodbanks themselves to engage with those that attend, and visit drop in events for people that are homeless and vulnerably housed or are socio-economically disadvantaged, to share health messages and promote community vaccination opportunities, signpost and refer to organisations that could support.

Supporting asylum seekers and refugees

In response to the requirement for widening dispersal, the Health Board worked with the Local Authorities and Clearsprings to ensure that new arrivals had the information they need in order to access health care. This includes those who came to Wales under the resettlement schemes from Afghanistan, Ukraine and Syria as well as asylum seekers from other countries. Our CDOT team were integral to the process, providing support by:

- Providing information in Ukrainian, Russian and other languages on accessing healthcare services;
- Delivering health talks through ESOL (English for speakers of other languages) classes and how to navigate and understand NHS Wales, with particular emphasis on how to use the NHS emergency 999 service, the Wales 111 healthcare advice service;
- Working in partnership with the local authority and local third sector organisations to refer to wellbeing support;
- Liaising with Public Health Midwives to ensure patients accessed pregnancy information and support.



Case Study - Access health services

Martha, an Asylum seeker, needed to attend an appointment but was unable to speak or read English/Welsh. The language barrier was making it difficult for Martha to navigate her way to the appointment and find her way around the hospital grounds. The Community Development Outreach Team were able to arrange for a hospital volunteer to meet Martha and escort her to the appointment, and arranged for an interpreter to be available at the appointment. As a result of this support, Martha is able to get to appointments independently and is also that she can ask for support from an interpreter.

Supporting our Gender Diverse Communities

As gender diverse communities continue to increase across the three counties, the Health Board must adapt its services to meet the individual needs of service users. Providing healthcare advice and treatment to gender diverse service users has been a new experience for many of our staff. Throughout the past year, this has meant finding appropriate resolutions to some complex situations involving gender diverse patients, especially for those who are using our maternity services, breast care unit and mental health services.

In September 2023 the Health Board appointed its first Gender Nurse Specialist as part of the local Gender Team which supports patients living in Hywel Dda. Part of the role of the Gender Nurse Specialist will be to support primary care services with the delivery of care to the local trans community.

Working with further education partners

The 'Is Wales Fairer' 2023 report highlighted that disabled people's employment rate is less than half that of non-disabled people. As a partner member of the Healthcare People Management Association, the Future Workforce team created an internship project. Initially, the project was set up in Prince Philip Hospital to foster and facilitate the acquisition of jobs by people with disabilities in Carmarthenshire. The internship project has since been expanded so that further education students with additional learning needs from both Carmarthenshire and Pembrokeshire (Coleg Sir Gar and Pembrokeshire College) have the opportunity for extended work experience with the Health Board. Talks are currently ongoing with Coleg Ceredigion for the same model to be replicated in Bronglais General Hospital.

Spotlight on: improving health and well-being for all

Our Objective

Our staff will be suitably skilled and experienced to develop and deliver services that informed by local needs, improve access and reduce inequalities.

Anticipated Outcome

Staff have access to training and development opportunities to enable feedback received from our continuous engagement activity to be used to improve patient access and experience with due regard to individual needs within a values-based approach.

What have we done in 2023-24?

Improving Services for Staff and Service Users with Sensory Loss

The Health Board has continued to build upon the progress already made to meet the All-Wales Standards for Accessible Communication and Information for People with Sensory Loss. Evidence shows that patients with sensory loss in Hywel Dda have experienced delayed and cancelled appointments due to lack of communication support. Several patients have also reported that their sensory loss needs, including the need for a guide dog on health premises, are often overlooked by staff due to lack of awareness of their communication and support needs.

To address issues and promote equality of opportunity, the Health Board has started work on developing a visible marker on patients notes that would support staff in outpatients and wards to identify and use the patients' preferred way of communication. Whilst this project focuses on communication needs of people with sensory loss, it is expected that this marker mechanism will include the facility for other communication needs such as foreign language and easy read needs to be recorded. It therefore has the potential to meet the needs of patients with a range of protected characteristics.

As a result of this work a 'Can we help?' poster will be displayed throughout the Health Board which will encourage patients to share their preferred form of communication and prompt staff to enquire about any communication needs. The poster will support staff to provide an equitable service, and to improve the patient experience for those with sensory loss.

BSL Lunch Club

In May 2023 the Health Board launched the British Sign Language (BSL) Lunch Club for staff working in Glangwili General Hospital and the Carmarthen area. The club was set up as a safe space for staff to sign and dine and to practice and share their BSL skills with colleagues and friends. Based on the feedback and experiences in Glangwili Hospital the Strategic Partnerships, Diversity and Inclusion team hope to support the roll out of the BSL club in all acute hospital sites across the Health Board. A virtual BSL Club was also developed and launched in September 2023 to ensure staff from all service areas are able to join the club. Since the launch of the BSL Lunch Clubs, a total of seven face-to-face sessions and six virtual sessions have been held.

Staff Sensory Loss training

The Enabling Quality Improvement in Practice (EQIIP) Sensory Loss Project Team reviewed the numbers of staff who had completed the NHS Wales Sensory Loss e-learning module. The e-learning module is not a mandatory module so increasing the completion rate within the Health Board has been aligned to a number of quality improvement actions, including being linked to the piloting of the Sensory Loss Friendly Assessment checklist. The e-learning module and a number of awareness raising training sessions were widely promoted during the 'It Makes Sense' Campaign in November 2023 and over the course of 2023/24 data has shown that 44% of those who completed the sensory loss e-learning module did so during November 2023 demonstrating that on-going awareness raising and promotional information is effective.

Digital Inclusion

The Health Board's Digital Inclusion team continued to promote various information sessions throughout 2023-2024 to support the workforce to develop their digital skills and confidence and to offer access to digital resources. The Health Board recognises that digital healthcare will form an essential component of healthcare service delivery now and in the future, with increasing video healthcare appointments, online healthcare support and information, healthcare apps to maintain health and aid recovery, and digital communications.

A Digital Services project aimed to both help improve communication with patients and reduce the financial and environmental burden of paper letters has been ongoing throughout the year. The project aim, once fully implemented, is to improve the quality of service provided to patients by:

- Increasing and improving patient choice by providing patients with the option to "opt in" to digital letters and other formats such as text reminders.
- Providing letters in an accessible Formats (Braille, Easy Read, Large Font, Text to Audio, Yellow Paper)
- Improving the speed that communication is sent and received by the patient.

Staff Psychological and Wellbeing Support


The Staff Psychological Wellbeing Service plays a central role in supporting and promoting the mental health and emotional wellbeing of all our staff. A stepped care model ensures that work continues to support cultural and systemic change; to equip leaders, managers and staff with the skills, knowledge and resources needed for good mental health at work; as well as to provide appropriate therapeutic interventions and referral pathways for teams and staff who are struggling.

The Staff Health and Wellbeing Gateway was launched in May 2023, bringing the full range of staff support services together into one place making it easier for staff to know what is available and how to access it when needed. Printed promotional material with QR codes that would enable staff to access the Gateway with their own devices without needing to be on the Hywel Dda system is in development.


The service offers regular events, webinars and input into a range of programmes across different professional groups to support emotional literacy, mental health awareness and strategies for staying well. Recordings of webinars are available to provide easy access and each one is evaluated to capture feedback and identify potential improvements.

Staff have access to a range of one-to-one therapeutic support services both internal and external, and these are regularly promoted. Feedback from staff on this aspect of our service remains very positive and demonstrates an impact on mental health as well as helping staff to remain in work and to return successfully after being on sick leave. The Recovery in Nature Programme supported by NHS Charities Together was run very successfully and evaluation demonstrates significant impact on mental health and functioning with themes of personal transformation through reconnection with self, others and nature.

The 2022 Staff Wellbeing Needs Survey provided the focus for a workplan around five main themes: Improving Awareness; Rest and Recovery; Early Mental Health Check-ins, Addressing Stigma and System Solutions. The team have focused on ensuring equity of service access and Hywel Dda remains a signatory of the Mindful Employer Charter and work is underway to review participation in the Time to Change Wales campaign.



Without exaggeration, I would say the counselling provided has been life changing. People have remarked how well I seem to have got through the past few years, and I consider that largely down to the support I was given.



Thank you beyond words for a truly thought provoking and encouraging experience, I loved every minute of it.

Improving the health of veterans

Of the 382,000 people living in Hywel Dda 4.08% have previously served in the UK Armed Forces according to 2021 Census data. The Armed Forces Staff Network have worked in conjunction with the Strategic Partnerships, Diversity and Inclusion team to strengthen local implementation of the priority treatment referral pathways, ensuring processes are in place to record veteran status when patients register with the practice, and create a shared understanding of the numbers of veterans in Hywel Dda. In addition, since November 2023 a multi-disciplinary Enabling Quality Improvement in Practice (EQIIP) project group has been working to develop and implement a robust mechanism to support our staff to confidently identify veterans who are eligible for priority treatment in a timely manner.

Working with our Gypsy Roma Traveller Communities

There is a significant Gypsy and Traveller population in the Hywel Dda area and members of the Community Development Outreach Team (CDOT) make regular visits to sites to build relationships with residents and to promote healthcare messages. Easy read information on Strep A and measles was provided to parents at Gypsy and Traveller sites during the national outbreak. Having a regular presence on sites supports people to address barriers that they experience, such as being unable to read or understand letters and confusion surrounding appointments.



Case Study: Protecting the health of minority ethnic communities

Following a measles outbreak elsewhere in the UK, there was concern that children on a Traveller site in Hywel Dda may have missed their vaccinations. The CDOT arranged for the Community Immunisation team to visit the site with the Traveller Liaison Officer and the Traveller Achievement (Education) Service to check immunisation status. It was found that whilst most of the children were up-to-date with their MMR vaccination, there were other vaccinations that children and adults living on the site had missed. The Community Immunisation team were able to give immunisations and vaccinations including HPV (Human papillomavirus) which in some communities is considered taboo as it is a “sex” vaccination (Condon, 2023). The team was able to answer questions the community had, and the outreach session was considered successful as a broad range of immunisations were given, protecting individuals and families living in the community. The immunisations that were given to the community included:

Vaccination Given	Vaccinations Received
Td/IPV BOOSTERIX - In pregnancy	1
QIVc flu - In pregnancy	1
Shingles	1
Pneumococcal (pneumovax) - 65yr +	1
QIVr - Flu vaccine for 65yr +	1
Td / IPV Revaxis	18
MenACWY Meningococcal A,C,W,Y groups	17
HPV Human papillomavirus	11
Nasal flu	18
MMR, Measles, Mumps and Rubella	1

Supporting people who are Homeless and vulnerably housed

The Strategic Partnerships, Diversity and Inclusion team coordinated the Health Board's Homeless and Vulnerable Groups Health Action Plan (HaVGHAP) through a multi-disciplinary Partnership Forum that ensures the implementation and adherence to legislation related to homeless and vulnerable groups.

The Health Board has continued to work in partnership with colleagues in local authorities and the third sector and one aspect of work has been to develop guidance for health staff to improve timely hospital discharge for people who are homeless or at risk of homelessness. A one-page poster was developed and is being promoted widely to all staff members across the Health Board to help our health colleagues signpost the homeless and those who are threatened with homelessness to the right local housing support gateways. Information on homeless and housing support gateways were shared with staff during a lunch and learn session on World Homeless Day.

The Community Development Outreach team continue to help bridge the gap between the Health Board and vulnerable individuals within our communities. The team were instrumental in arranging COVID vaccinations for homeless people during the pandemic and provide regular support to drop-in services to provide information and advice on accessing health services. The team frequently visit homeless and vulnerably housed drop-ins to develop relationships with the attendees and have made several referrals to housing partners and the community dental service.

Supporting refugees and asylum seekers

The Health Board continued to have an active role in various local partnership forums for supporting refugees and asylum seekers. The CDOT team has continued working with the local authority support workers to support Ukrainian families and collaborated with the Community Immunisation team to explain what vaccines and immunisations are available where the vaccination programme in Ukraine may differ. Information is shared by CDOT in a range of community languages.



Case Study: Supporting refugees and asylum seekers

The Community Development Outreach Team engaged with an English for Speakers of other Languages (ESOL) class and met six Ukrainian refugees. Two of the learners were new to the area so did not know how to access local health care services. The team promoted the availability of interpretation and translation services, access to healthcare and demonstrated the NHS111 and Hywel Dda websites showing the learners how to use the translation and Recite functions. As a result of the visit, the learners know what to do in an emergency and have interpretation cards to be able to ask for interpretation services when needed. This will improve their health outcomes and they feel more empowered to manage their own health and wellbeing and to ask for help.

Supporting our Faith Groups

The Spiritual Care department work proactively throughout the year to support the health and wellbeing of staff, patients and families of all faiths and none.

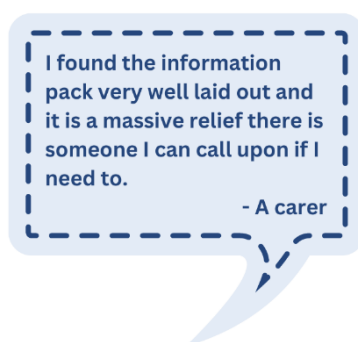
The Community Development Outreach Team (CDOT) regularly attend Friday prayers at local Mosques throughout Hywel Dda to engage with the community to share health messages, interpretation and translation information and discuss how to access healthcare services. The CDOT also attend church services and events to meet with people to discuss topics such as: healthy eating, cancer screening, unpaid carers services, alcohol reduction and smoking cessation.

Supporting unpaid carers

The most recent national Census in 2021 gathered information about unpaid carers in West Wales and reported that:

- 40,535 people identified themselves as carers
- 1/3rd of carers of all ages provide over 50 hours of care per week
- 51% of the over-65 population provide over 50 hours of care per week.

The Health Board commission specific support for unpaid carers of all ages, in line with the statutory duties set out in the Social Services and Well-being (Wales) Act 2014. Improving the involvement and experience of unpaid carers while the person they care for is in hospital, and especially at the point of discharge has been a continued priority within the Health Board, with the aim of ensuring that the unpaid carer is involved in the hospital discharge planning process. Carers officers are employed via the third sector to support staff and unpaid carers in each general and community hospital. The Carer Officers also measure wellbeing outcomes during their 'what matters to me' conversations. During the course of 2023/24 718 unpaid carers have been supported directly by the Carers Officers based in our hospitals, and in addition 1185 information packs were distributed to carers to support them in meeting their caring needs.



Spotlight on: being an employer of choice

Our Objective

We will offer equal opportunities for employment and career progression and support the health and well-being of our staff and volunteers within a fair and inclusive environment.

Anticipated Outcome

Staff and volunteers are encouraged to develop and progress in their roles and are supported in their health and well-being. Any inequalities, unfair practice and bullying and harassment are identified and addressed promptly.

What have we done in 2023-24?

Future Workforce Initiatives

Development of a workforce for the future remained a key priority throughout 2023-24. During the year the Health Board established a Strategic People Planning and Education Group to coordinate, oversee and consider collective approaches to work streams in education and training to provide added value to enhance the education provision. Collaboration between Powys Teaching Health Board and Hywel Dda University Health Board has supported the effectiveness of development opportunities and resources. The Health Board are also promoting innovative learning approaches, moving towards inter-professional education and simulation-based learning, including a partnership with Swansea University towards creation of a Virtual Reality Simulation Project.

During the 2023/2024 financial year, 83 Internationally Educated Nurses passed their Objective Structured Clinical Examination (OSCE), contributing to the reduction in nursing agency usage and contributing to the cultural diversity of our workforce. Recognising the importance of creating a future pipeline, collaboration with schools, colleges, training providers, the Job Centre and Department of Work and Pensions continued to provide:

- Programmes to support further education students with additional learning needs;
- Masterclasses and 'meet the profession' days for those considering a range of health care professions;
- Delivery of over 140 bilingual school engagement sessions across all three counties;

- Support for those not in employment, education, or training to understand employment opportunities and providing employability skills, including application processes;
- Greater recognition of volunteers through celebration events and encouraging greater activities to create a volunteer community.

Apprenticeship pathways

Departments across the Health Board take part in yearly apprenticeship recruitment events. The Hywel Dda Apprenticeships are open to all but do attract mostly younger candidates under the age of 25. However, other seldom heard groups such as the unemployed and those not in education, employment or training are engaged with as part of recruitment activities. Several improvements have been made to the apprentice induction process to support retention and improve participant experience, which now includes a greater focus on wellbeing, professional behaviours, and bereavement. 34 Healthcare Apprentices are now on a nursing pathway.

Working in conjunction with the Health Board's Iechyd Da Youth Health Liaison Team, the STAR programme (a leadership development programme that brings together senior sisters and charge nurses from across the Health Board) has been enhanced and includes information on emotional health topics (confidence, anger management, coping techniques, dealing with stress and anxiety), healthy relationships, substance misuse, gender stereotyping and perceptions. The input from Iechyd Da has been well received with the 2023 apprentice cohort being the first to pilot the newly designed induction programme. Additional personal support is provided by the Iechyd Da team for individual apprentices between the ages of 16-25, based on a referral process.

With the introduction of Engagement Officers on each acute site, Future Workforce participants (apprentices, volunteers, and work experience candidates) can access pastoral support and signposting.

The Joint Apprenticeship Programme

In addition to the Health Board apprentice programme a Joint Apprenticeship Programme has been developed with local authority partners. This provides the local population with employment opportunities and experience of different roles within Health and Social Care settings. Apprentices have had the opportunity to work with a variety of population groups which included people with dementia, people with learning difficulties including neurodevelopmental and people with emotional and mental health wellbeing needs. The project also contributed towards the support of children and young people with complex needs by providing an apprenticeship opportunity to an individual experiencing homelessness and someone who has been in the care system.

There are a range of development options for those who complete the Joint Apprenticeship Programme. For example, they could progress to Social Services Pathways, Management in Care and Clinical Nursing. The main objective of the programme was to create a sustainable pipeline of local people to enter the health and care sector.

Of the 10 apprentices who enrolled on the programme, all were female and 50% of the candidates were school leavers under the age of 18, and the Joint Apprenticeship Programme was their first full-time position. These 5 apprentices successfully completed the programme. 20% of the Joint Apprentices disclosed that they had a disability on their application form and this enabled the Apprenticeship Academy to work with training providers and placement managers to ensure individual needs were met. Additional individual support was provided during study days in college, as well as allowing for extra time and support during assessments and exams. Occupational Health were able to support reasonable adjustment recommendations such as time off to attend appointments or allowing for additional short rest breaks when required.



Case Study: Apprentice pathways

Apprentice X joined the Joint Apprenticeship programme with a history of low academic achievement and was living in homeless accommodation, having previously been in the care system. They applied for the programme with the aspiration to progress into the Social Care employment sector and with a personal outcome to grow in confidence, succeed in education and to give back to the service that helped them in so many ways.

Talent Management Opportunities

A major factor of our future workforce plans include the development of our existing staff, and some of the staff development work was described earlier in this report (see Objective 1: Leadership for all). In addition to an extensive ongoing training programmes for continuing professional development to ensure that staff are suitably skilled to deliver safe and quality healthcare, the Health Board also supports career progression for those who wish to develop their skills and qualifications further.

A new Talent Pool has been established this year to support our leadership succession talent pipeline. This pool is for those aspiring to be Assistant Directors. In addition, as part of our talent development approach, the Health Board has run 2 cohorts of a new consultant programme during 2023-24 with a total of 37 participants.

Recruitment of International Nurses

The Health Board continues to recognise the skills of Internationally Educated Nurses (IENs) and the valuable contribution they make to delivering healthcare services. In 2023-24 NHS Wales continued with their ethical International Nurse Recruitment Programme. During this reporting period 83 IENs were recruited into Hywel Dda. The Nurses have relocated from a variety of countries including India, Philippines, Trinidad & Tobago, Botswana, Lesotho, Nigeria and Zimbabwe. The Health Board also participated in further All Wales ethical international scoping and recruitment programme, resulting in the recruitment of six Doctors directly from Kerala, including three Psychiatrists.

The International Recruitment Project Team, Culture and Workforce Experience Team and Workforce and Organisational Development team have continued to work closely with these cohorts of new staff, providing holistic support in addition to being a point of contact for them to raise any issues they may face in their new roles and surroundings. IENs have support and guidance and have the opportunity to further develop their career progression should they wish to do so by engaging with our continuing professional development schemes and taking advantage of our post-graduate support initiatives. To date, 197 nurses have been recruited and the retention of IENs since the first cohort arrived in 2021 is at 100%.

Inclusive and Centralised Recruitment

In a bid to support our local communities, as well as ensuring improved partnership working, inclusivity and accessibility, the Recruitment team have continued to develop pragmatic approaches to recruitment. This includes the use of shorter or no application forms, as well as offline application pathways, for positions such as Registered Nursing, Health Care Support Workers and Domestic staff. These innovative approaches increased the overall numbers of nursing and midwifery staff to 3,168 whole time equivalents in post and the Health Board received a record number of applications this year.

Staff Networks

The Strategic Partnerships, Diversity and Inclusion Team facilitated a range of staff support networks throughout 2023-2024 including:

- Armed Forces
- Black, Asian and Minority Ethnic
- Enfys (LGBTQ+)
- Menopause
- Respectability (we have two Respectability Staff Networks, one for staff with any disability or long-term condition and another for colleagues who are Neurodivergent)
- Unpaid Carers
- 50+ café

As well as providing a space to develop peer support relationships, the Staff Networks are a place for shared learning and several guest speakers delivered sessions on a variety of topics. These included digital inclusion, staff wellbeing, pension planning, childhood bereavement - the topics are aligned to the interests expressed by members of each network.

Armed Forces Staff Network

The national census data of 2021 confirmed that the areas that make up the Hywel Dda University Health Board area has higher numbers of veterans than other parts of Wales and the UK, meaning that it is more likely that veterans will be seeking employment within the Health Board and that there may be higher demand for specialist health care services from our veteran communities.

The Armed Forces Staff Network is now firmly established and has over 80 members. During 2023-2024, members of the network, with the support of the Strategic Partnerships and Inclusion team, were involved in various collaborative meetings and partnership working so that they were able to inform decisions and activities that affect them, for example, in the planning of the Health Board's celebration of Armed Forces Week and Armistice Day and the laying of wreaths during Remembrance Sunday.

Black, Asian and Minority Ethnic Staff Network

Members of the Black, Asian and Minority Ethnic staff Network took a proactive lead in arranging celebratory events throughout the year. As previously mentioned in this report, the Diwali celebration enabled staff members the opportunity to recognise the significance of, and celebrate Diwal, and it fostered a sense of community and understanding amongst colleagues. The Network also promoted awareness raising messages for events such as Black History Month and the Pecha Kucha event.

During 2023/24 a subgroup within the Network introduced a book club to provide a greater opportunity for members to explore books of interest and promote these across the Health Board, seeking to engage with colleagues that are not members of the Network.

In addition, the Network welcomed a guest speaker who discussed their employment journey and their experiences of working within the Health Board, with an emphasis on the barriers some minority ethnic staff experience regarding career progression. The discussion also highlighted the support mechanisms that are available across the Health Board to better support minority ethnic staff if they were keen to progress with their career.

Enfys - LGBTQ+ Staff Network

Members of the Health Board's Enfys LGBTQ Staff Network represented the Health Board at several local Pride and Winter Pride events, including Swansea, Pembrokeshire, Aberystwyth, Carmarthen and Llanelli. Attendance at these events enable members of the public to provide feedback, discuss any matters of concern and seek advice from the Diversity and Inclusion team, Sexual Health team, Immunisations and Vaccinations team, Smoking Cessation team and our Maternity Services team.

The Health Board has continued to partner with the national LGBTQ+ charity 'Fighting with Pride' and has signed up to their Pride in Veterans Standards (PiVS) to offer additional support to our LGBTQ+ veterans. The PiVS is a programme developed by Fighting with Pride that ensures veterans support services are committed to being inclusive and welcoming to LGBTQ+ Veterans, serving personnel and their families. By signing up to PiVS the Health Board is able to visibly demonstrate a commitment to providing an inclusive and welcoming service to LGBTQ+ Veterans, making the whole veteran community feel confident in accessing our services and support.

Menopause Café

The Health Board's Menopause Café continues to go from strength to strength supporting staff who are impacted by or preparing for menopause. Membership has continued to grow during 2023-2024 and there are now over 170 members. The All-Wales Menopause Policy for NHS Wales has also been adapted for use within the Health Board which aims to support managers and staff who are impacted by menopause in the workplace. This includes advice on absence in the workplace, reasonable adjustments such as flexible and hybrid working and providing specialist light-weight uniforms.

Respectability Staff Network

Membership of the Health Board's Respectability Staff Networks continued to grow throughout 2023/24. The RespectAbility Staff Network has two sub-groups; one for staff with a physical disability or long-term condition which currently has 74 members, and another for staff who are neurodivergent, currently consisting of 43 members.

During 2023/24 several guest speakers attended the Respectability network sessions and covered topics such as:

- An introduction to the National Neurodivergence Team
- Autistic and ADHD Burnout

Network members also helped facilitate sessions and develop resources for a range of events and celebrations throughout the year e.g. Autism Awareness in April 2023, ADHD week in October 2023 and Neurodiversity week in March 2024.

Unpaid Carers Staff Network

Unpaid carers of all ages play an important role in supporting family members who could not otherwise manage without their help, for example because of a disability, long-term condition or due to their age. As a large employer, the Health Board proactively supports employees who have caring responsibilities and over 120 members of staff have signed up to the staff network.

The Health Board is a member of the Carers Wales Employers for Carers Scheme and currently holds Carer Confident level 2 Accomplished accreditation and is actively involved in looking at how we can further support staff with caring responsibilities.

The Carers Team has worked with key stakeholders on a review of the Carers policy and Carers Passport, taking account of the new Carer's Leave Act 2023. The Carers Leave Act allows staff with caring responsibility to have one week's unpaid leave primarily for planned events to support their caring role and their employment.

50+ Cafe

The Health Board's 50+ Café continues to go from strength to strength predominantly supporting staff towards the later stages of their working lives. Membership has continued to grow during 2023/2024 and there are now over 85 members. During the year members had an opportunity to explore a variety of topics including:

- A digital inclusion session to improve members confidence in using digital technology
- NHS Pensions session from Money Helper to outline the options available to health board staff members.


Staff Network Survey

During 2023/2024 the Strategic Partnerships, Diversity and Inclusion team also conducted a Staff Network Survey. This survey enabled staff to provide feedback on their experiences of the Staff Networks and put forward their views on the direction of travel that they would like to see for the Networks.

The following are some examples of the feedback captured via the Staff Network Survey provides crucial information which helps the Strategic Partnerships, Diversity and Inclusion team plan and develop the future direction of our staff networks, it also ensures that the networks are catering for the support needs of staff members.



Brought people together with protected characteristics and provided a space for them to share their opinions and experiences for others to learn from.



Find a way to create more awareness especially for managers, to see the importance of these networks and provide staff with the time to attend the meetings.

Equality, Diversity and Inclusion (EDI) Training

The Diversity and Inclusion Team continue to offer a range of specialist equality, diversity and inclusion training to staff across the Health Board to help them develop a better understanding of the challenges faced by people with a protected characteristic and marginalised communities.

During 2023-2024 forty-nine training sessions were provided or promoted to staff on a broad range of topics including:

- Understanding Hate crime;
- Mental health support in the showman and wider Roma, Gypsy and Traveller Community;
- The challenges of engaging with the unengaged,
- An introduction to trans awareness;
- Sensory Loss awareness;
- Creating an environment where everyone can flourish and thrive.

In addition to ad-hoc awareness sessions, or topics that address areas of need highlighted by staff, the Diversity and Inclusion team also deliver a suite of programmes on a regular basis. These include:

- Person-Centred Care - an introductory session delivered monthly which is aimed at new staff who are in their first 6 months of joining the Health Board. The session provides an introduction to equality, diversity and inclusion;
- Active Bystander Training - staff at all levels can attend to increase staff confidence in recognising discrimination and taking appropriate action;
- Leadership Training - equality, diversity and inclusion training is delivered regularly, for managers working at Band 7 and above who wish to develop senior leadership skills to help them create and manage inclusive and cohesive teams.

Feedback from staff attending Equality, Diversity and Inclusion training

I just wanted to say the session was fantastic. It was the most engaging online training I've attended and I think an amazing job was done engaging with the participants. Thank you so much!

Excellent session, the trainer was very engaging and was useful to have practical strategies to be able to use in difficult situations.

The Strategic Partnerships, Diversity and Inclusion team have also continued to develop a learning resources library on the Strategic Partnerships, Diversity and Inclusion intranet page for staff. Recordings of MS Teams training sessions, YouTube videos, links to online webinars and information are categorised by protected characteristic in the new online library with the aim to make information easily accessible to staff as and when required.

Inclusive Recruitment Training

The Health Board's Recruitment Team deliver a suite of recruitment training sessions targeted at appointing managers within the Health Board to encourage fair and inclusive recruitment practices. Training includes Recruitment Best Practice,

Interview Skills Training and Trac Recruitment Training. Inclusive Recruitment Training looks at understanding the duty of the Equality Act 2010 to provide reasonable adjustments to staff and applicants. The recruitment guidance developed by the Workforce Equality, Diversity and Inclusion Advisor is readily available on the recruitment 'working for us pages' on the intranet.

Equitable Access to Training

The Learning and Development team has developed a system to enable the accurate monitoring of requests for study leave and various courses available to all staff across the Health Board. These monitoring systems will enable the identification of staff groups that are consistently under-represented. This provides opportunities for targeted action, for example through the work of the Organisational Development Relationship Managers who are assisting in addressing cultural barriers to development within teams. Additionally, the Learning and Development team has liaised with Health Education and Improvement Wales (HEIW) to secure funds specifically for Bands 2-4 staff to provide them with development opportunities such as digital skills, minute taking and a basic introduction to project management.

Supporting improved culture and staff experience

The Health Board's team of Organisational Development Relationship Managers focus on promoting and providing proactive and responsive support to local teams to enable healthy and happy working cultures. Put simply, looking after our staff, and improving our culture will, in turn, look after our patients and create a great place to work. As the cornerstone of this work, the team have co-developed a Cultural Jigsaw with our Trade Union colleagues which brings together the seven key themes our staff told us are important to them. The team use the Jigsaw to co-create corporately aligned and locally owned People Culture Plans to improve staff experience across Hywel Dda.

Listening to our staff

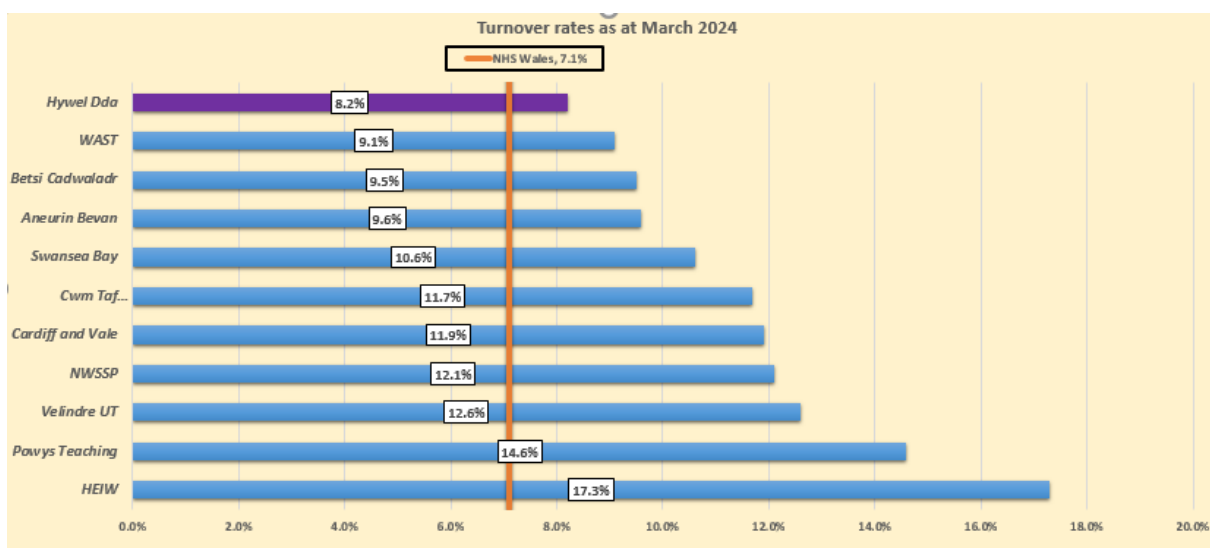
The Health Board is committed to listening and learning from our staff experiences. These include:

- Access to the national staff survey results;
- A range of local staff surveillance mechanisms to help us deepen our cultural understanding e.g. exit surveys and interviews;
- A monthly Pulse survey of 1/12th of our staff;
- A survey of our Staff Network members to collect views and opinions on the various staff networks offered by the Health Board.

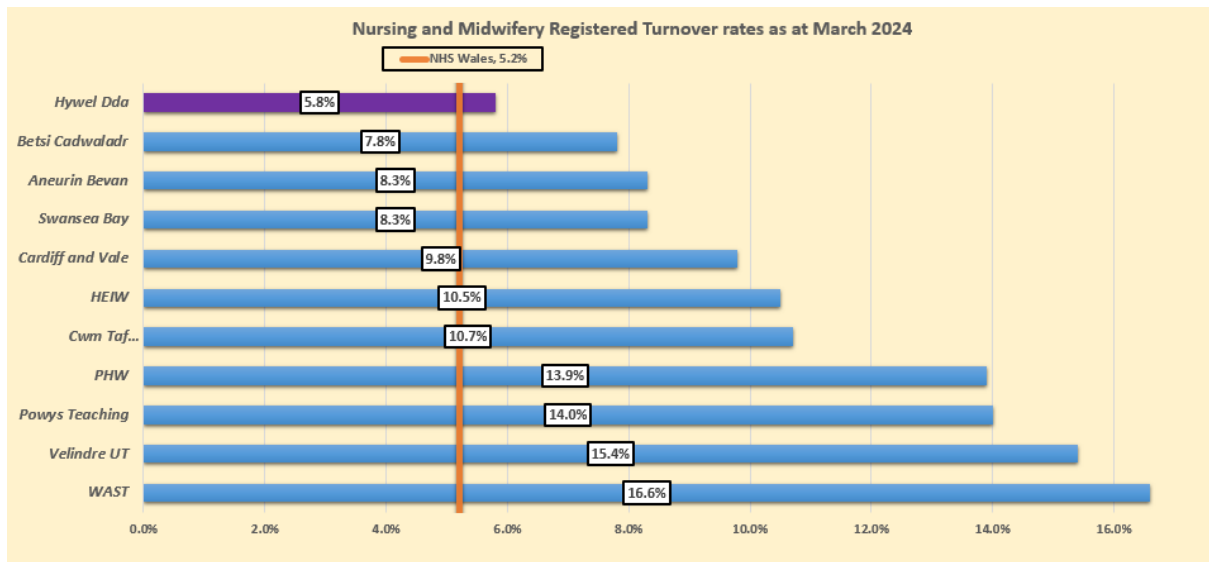
The Culture Workforce Experience team proposed has established a single identity, Speak Up, which staff could easily recognise. This acts as an umbrella for all mechanisms of speaking to sit under, including the Working In Confidence platform, which provides the safety of anonymity in speaking up about concerns. Being able to successfully resolve issues supports staff retention.



One proxy measure of our success in establishing the Health Board as an employer of choice is the use of national staff turnover data gathered from the NHS Wales performance measures. As shown below, Hywel Dda University Health Board has the lowest turnover rates in Wales for all staff, and specifically for registered nurses and midwives. Whilst this data doesn't overlay the experiences of staff in relation to any protected characteristics work is planned to enable an intersectional approach to this analysis in future years.



Source: NHS Wales performance measures



Source: NHS Wales performance measures

Equality Impact Assessment

Equality Impact Assessments (EqIAs) and/or Equality and Health Impact Assessments (EHIA's) are required to be carried out for all Health Board policies, new services and service developments. These are used to support the scrutiny process and identification of the impacts which may occur as a result of procedures, proposals and projects before any final decisions or recommendations are made.

Both the Health Boards EqIA's and EHIA's capture the potential impacts based on each of the 9 protected characteristics and also meet the requirement to comply with Welsh language regulations, the Socio-economic Duty and the Armed Forces Covenant Duty.

The Strategic Partnerships, Diversity and Inclusion team provides regular training and advice to staff and promotes the importance of completing EqIAs across all service areas. In 2023-2024 the Strategic Partnerships, Diversity and Inclusion team have supported and provided guidance to managers on the development/completion of 203 EqIA's.

The Strategic Partnerships, Diversity and Inclusion team also facilitated Equality, Diversity and Inclusion roadshows across ten Health Board locations providing staff with the opportunity to seek advice on equality, diversity and inclusion matters.

These events also helped to promote the services the team offer, these include:

- Training - training and resources available on each of the protected characteristics
- Equality Impact Assessment - support on completing Equality Impact Assessments
- Advice - advice on all EDI related concerns and queries

- Interpretation and Translation - help with arranging interpretation and translation services.

Consultation and Engagement during 2023-2024

Throughout 2023-2024, the Health Board continued to work closely with the Consultation Institute and other key stakeholders and partners to progress with its consultation and engagement for a new urgent and planned care hospital and the wider Programme Business Case as outlined in the Healthier Mid and West Wales strategy. This has involved extensive consultation and engagement with staff, service users, stakeholders and the general public both on an in person and virtual platform.

Feedback from the population is critical to the completion of EqlAs, and the Health Board uses software such as Engagement HQ and Tractivity to enhance communication and engagement activities. These systems allow the Health Board to easily identify community groups with a protected characteristic and plan for future engagement activity.

Detailed equality monitoring of attendees, both in person and online were undertaken to ensure that the Health Board had engaged with individuals and groups within the community who have a shared protected characteristic and people who may be reluctant or find it difficult to engage with the Health Board. The Diversity and Inclusion Team continue to promote and help facilitate conversation and engagement with individuals who share a protected characteristic and marginalised communities within the local area. This is to ensure that everyone is given the opportunity to voice their opinions on the proposed plans and are included in the decision-making process of the Health Board.

Workforce equality data

An overview of the characteristics of our Staff

In this section we present an overview of our workforce equality information; the detailed data is included as Appendix 1 to this report. As noted previously disability, ethnicity, religious belief and sexual orientation are self-reported categories on the Electronic Staff Record. As staff can reserve the right to decline the opportunity to complete equality data monitoring, we acknowledge that the data presented may not fully reflect the demographic profile of the workforce.

Comparisons between workforce equality data published as at 31 March 2024 against data published at 31 March 2023 are provided and where possible comparisons are drawn between the March 2024 workforce data and 2021 Census data. However, it should be noted that the Census reports information for people of all ages, not just those of working age. In order to better understand our workforce data we have also undertaken some intersectional analysis.

This section also includes a summary of analysis undertaken by the Workforce Team in respect of Respect and Resolution and Disciplinary cases.

The Health Board has separately published pay gap reports on disability, ethnicity and gender in Appendix 2 of the Strategic Equality Plan Annual Report 2023-24. The data within the pay gap reports reflect individuals who received payment during the year whilst the workforce equality data is based on all staff engaged as workers (including locum and bank staff).

Age Profile

The 2021 Census identified between 57-60% of the population across the three counties being of working age (16-65 years). The majority of the workforce as at 31 March 2024 were aged between 31-60 years which accounted for approximately 71% of staff.

County	% of the population classed as of working age (16-65 years) Census 2021	% of the population classed as of working ages (16-65 years) Census 2011
Ceredigion	60%	68.5%
Pembrokeshire	57%	60%
Carmarthenshire	58.5%	60%

Source: Office for National Statistics, Census 2021

Hywel Dda Total:

382,732



Ceredigion*

Age Range	% of the population	Difference
0-15 years	14%	↓ 10.1%
16-64 years	60%	↓ 12.2%
65+ years	26%	↑ 17.2%

*Ceredigion had the biggest population decrease in Wales – down 5.8%. Under 15yrs decreased by 10.1%, which was the largest decrease in Wales.

Pembrokeshire

Age Range	% of the population	Difference
0-15 years	17%	↓ 5.5%
16-64 years	57%	↓ 4.9%
65+ years	26%	↑ 20.6%

Carmarthenshire

Age Range	% of the population	Difference
0-15 years	17%	↓ 0.8%
16-64 years	58.5%	↓ 2.5%
65+ years	24%	↑ 18.9%

Compared to 2023, workforce information data on 31 March 2024 showed:

- The percentage of staff identifying within the age profile for the ages of 55 and below has decreased by 0.65%.
- The percentage of posts offered to candidates above 60 years is lower than the younger age groups. However, in comparison to the number of applications received from these age groups, candidates aged above 60 have a better success rate (15.64%) compared to those aged Under 24 (9.04%). 81 offers of employment were made to candidates over 60 years old.
- Around 34% of leavers are in the age bracket 16-35, 19% are in the age bracket 36-50, 40% are in the age bracket 51-65 and 7% in the age of 66 and above.

Analysis of the reasons why employees left the organisation shows:

- The majority of employees aged 16-35 voluntarily resigned or came to the end of their fixed term contracts. The main reasons for voluntary resignation included: other/not known, relocation and health.
- The highest proportion of those aged 36-50 voluntarily resigned 43% of leavers in this category were shown as other/not known, 12% relocation and 8% left the organisation because of work life balance.

- Around 44% of leavers aged 51-65 were of retirement age. Around 7% opted for early retirement.

Disability

At 31 March 2024, the Health Board employed 583 staff who identified as Disabled, which accounted for 4.39% of our workforce. 13.25% of staff had not recorded their response to this characteristic on their ESR record. Based on 2021 Census data for Carmarthenshire, out of 100 people 23% of the population declared a limiting long-term illness or disability. In Ceredigion 21.9% and in Pembrokeshire 22%. Whilst workforce data reflects those of working age, it is important to note that Census data captures people of all ages.

County	% of the population who are disabled under the Equality Act
Ceredigion	21.9%
Pembrokeshire	22%
Carmarthenshire	23%

Source: Office for National Statistics, Census 2021

Compared to 2023, workforce information data on 31 March 2024 showed:

- The percentage of staff identifying as not disabled has increased by 2.01%.
- The percentage of staff identifying as having a disability has increased in the reporting period by 0.66%.
- The percentage of staff preferring not to provide this information has increased since that reported in 2022/23 by 0.13%
- It should be noted that since 2022/23 the number of Employees having not recorded their Disability status on ESR has fallen by 2.80% indicating an increased use of ESR for recording data.
- Of a total 44,211 applications submitted for vacancies, 3.10% (1,381) of candidates declared themselves as having a disability. Of those 1,381 applicants, 183 (13.11%) were offered employment, which is 6.10% of all offers made. 1.11% of applicants chose not to disclose whether they had a disability or not at the time of making their application.
- 5.61% of those leaving the Health Board identified as having a disability. Their reasons for leaving included:
 - Voluntary Resignation due to other/not known
 - Voluntary Resignation due to relocation
 - Voluntary Resignation due to health
 - Retirement age

Ethnicity

At 31 March 2024 the Health Board employed 1,030 staff who identified their ethnic group as Asian or Asian British, Black or Black British, Mixed, or any other ethnic

group. This accounted for 7.76% of our workforce and an increase of 66 staff compared with 2023 data. Based on 2021 Census data for Carmarthenshire and Pembrokeshire, over 2% of the population identified as being a minority ethnic group, whereas in Ceredigion, around 3% of the population identified as being a minority ethnic group. Overall, 86.91% of our employees have recorded their ethnicity as White. 710 employees (5.34%) have chosen not to record their ethnicity on ESR which makes data analysis and comparisons less accurate.

Compared to 2023, workforce information data on 31 March 2024 showed:

- The percentage of staff identifying as White has fallen by 0.65%.
- The percentage of staff identifying as Black or Black British has increased between the reporting periods by 0.13%.
- The percentage of staff identifying as Asian or Asian British rates increased by 0.20%.
- The percentage of staff identifying as having mixed ethnicity has increased by 0.12%.
- The percentage of staff identifying as from Any Other Ethnic Group has fallen by 0.03%.
- Those staff whose records are not recorded on ESR has increased by 0.24%.
- The above increases will be influenced by an increase in headcount between the 2022/23 and 2023/24 years of 141 employees.
- A higher proportion of candidates who are White are offered employment when compared to the percentage of candidates who apply from other ethnic minority groups.

The main reasons given by Black, Asian and Minority Ethnic employees leaving the organisation include:

- Voluntary Resignation - other/not known
- Relocation

Sex

At 31 March 2024, the Health Board employed 13,290 staff of which 79.07% identified as female and 20.93% identified as male. Census data for 2021 showed the following male/female percentages:

County	% of the population who identified as Male	% of the population who identified as Female
Ceredigion	48.9%	51.1%
Pembrokeshire	48.7%	51.3%
Carmarthenshire	48.8%	51.2%

Source: Office for National Statistics, Census 2021

The medical and dental staff group is the only staff group where there are more males employed than females. Of a total 44,211 applications submitted for vacancies during the year 37.70% (15,666) were from male candidates compared to 61.95% (27,389) from females with 0.35% not disclosing their gender. Of the 8,114 applicants shortlisted 25.3% were male applicants and 74.1% were female applicants. Of the total offers of employment (3,018 jobs), 23% (677) were male compared to 77% (2,322) of females. This shows that females were more successful in their applications at shortlisting and in offers of employment.

73.52% of those leaving the Health Board were female compared to 26.48% who were male. Reasons for voluntary resignation included:

- Other/not known - Female 205/Male 97
- Retirement - Female 205/Male 49
- Relocation - Female 67/Male 25
- Health - Female 46/Male 11

Gender Identity

According to the Census 2021, 91-93% of the population across our three counties identify as being the same sex registered at birth.

County	Non Binary	Trans Man	Trans Woman	Different to registered at birth (not specified)
Ceredigion	0.23%	0.06%	0.12%	0.14%
Pembrokeshire	0.04%	0.06%	0.06%	0.12%
Carmarthenshire	0.04%	0.06%	0.06%	0.14%

*an average of 7% did not answer the question on Gender Identity.

Source: Office for National Statistics, Census 2021

Statistics are not currently collected on the Health Board's Electronic Staff Record system so no further analysis of data is possible.

Marital Status

According to the 2021 Census, between 43-47% of the population in our three counties identify as being 'Married', and around 31-38% reported being 'Single'.

County	% of the population who identify as being married	% of the population who identify as never married and never registered a civil partnership
Ceredigion	43.1%	38.7%
Pembrokeshire	47.3%	31.8%
Carmarthenshire	47.3%	32.4%

Source: Office for National Statistics, Census 2021

However, compared to 2023, workforce information data on 31 March 2024 showed:

- The percentage of staff detailing marital status information has decreased by 0.31%.
- The above decrease may be influenced by an increase in headcount between the 2 years of 141.
- A higher number of 'Married' employees left because of 'Retirement Age' compared to those who are single.
- More 'Single' employees left the organisation compared to the others, due to voluntary resignation - Other/not known, relocation and health.

Maternity & Adoption

No pregnancy and maternity data was collected in the 2021 Census. However, the number of employees recorded as taking maternity and adoption leave is 610, which is 4.59% of the workforce. This is an increase of 0.60% on the data reported on 31 March 2023.

Religious Beliefs

According to the 2021 Census, around 46-48% of our counties' population are Christian, around 43-44% have no religion and 6-7% would prefer not to state their religion.

County	% of the population who identify as Christian	% of the population who identify as having no religion	% of the population who did not answer
Ceredigion	46.7%	43%	7.7%
Pembrokeshire	48.8%	43%	6.6%
Carmarthenshire	47.6%	44.4%	6.2%

Source: Office for National Statistics, Census 2021

The percentage of staff identifying a specific religion or belief has risen by 1.39% compared to data reported on 31 March 2023. The workforce profile of Hywel Dda highlights that 42.61% are Christian, 12.90% are of other religion, 16.53% reported as atheists and 19.26% preferred not to say. 9.11% of the workforce are not recorded on ESR which makes drawing a conclusion on the data more difficult.

Sexual Orientation

Data from the 2021 Census shows how the population across the three counties have identified their sexual orientation.

County	Bisexual	Gay/Lesbian	Heterosexual/Straight	Did not respond
Ceredigion	2.63%	1.5%	84.70%	10.43%
Pembrokeshire	1.02%	1.07%	89.80%	7.89%
Carmarthenshire	0.96%	1.9%	89.73%	7.92%

Source: Office for National Statistics, Census 2021

At 31 March 2024 Health Board data showed that 2.42% of staff had recorded their sexual orientation as Lesbian, Gay or Bisexual, which is an increase of 0.12% from 31 March 2023. Compared to 2023, workforce information data on 31 March 2024 showed:

- The percentage of staff identifying as heterosexual or straight has increased by 1.95%
- The percentage of staff choosing not to disclose this information has decreased by 0.67%.
- Those staff whose records are not recorded on ESR has fallen by 1.39% to 9.07%.

Of a total 44,211 applications submitted for vacancies 2.70% of candidates identified themselves as lesbian, gay or bisexual (LGB) whilst 3.40% chose not to disclose their sexual orientation at the time of application. 4.60% of those offered employment identified as LGB.

Welsh Language

According to the Annual Population Survey 2022 published by Welsh Government, around 48% of the Hywel Dda population are able to speak Welsh. The 2021 Census data reported significantly different profiles of Welsh speaking across the three counties. Ceredigion has 45.3%, Carmarthenshire was slightly lower at 39.9% whilst Pembrokeshire has 17.2%.

County	% of the population who have Welsh speaking ability
Ceredigion	45.3%
Pembrokeshire	17.2%
Carmarthenshire	39.9%

Source: Office for National Statistics, Census 2021

At 31 March 2024, Health Board data recorded that:

- 35.3% of the workforce have Welsh language skills at foundational level or higher, whilst it shows a slight decrease of 0.03% there is an increase in headcount of an additional 91 employees at foundation level and above.
- 39.7% of the workforce have recorded their ability as having no Welsh language skills which has increase by 1.4% from the previous year.
- Staff whose Welsh Language Skills are not recorded on ESR is 2.4% (290 employees). This has fallen by 29 compared to the headcount reported in 2022/23.

Intersectional analysis

Many people will have more than one protected characteristic and, certain aspects of who we are, for example, our race, gender, faith and socio-economic status can increase our positive experiences or contribute to negative experiences, made worse by the combined effects of multiple discrimination, barriers and challenges. We seek to use an intersectional approach to understand the experiences of our staff and take action to remove disadvantage, and ensure that what we do as an employer doesn't create barriers.

While the detailed workforce equality data in Appendix 1 is presented by protected characteristic, we have carried out an analysis of the data using an intersectional approach to consider whether staff who have more than one protected characteristic experience greater disadvantage. Some of the key findings are discussed below.

The data shows that the percentage of female staff is higher, overall, across the workforce (Figure one) and remains the same for senior pay bands 8a and 8b (Figure two). However, the percentage of female staff starts to decrease for pay bands 8c and 8d, with pay band 9 showing a significantly higher percentage of males (63%) compared to females (37%).

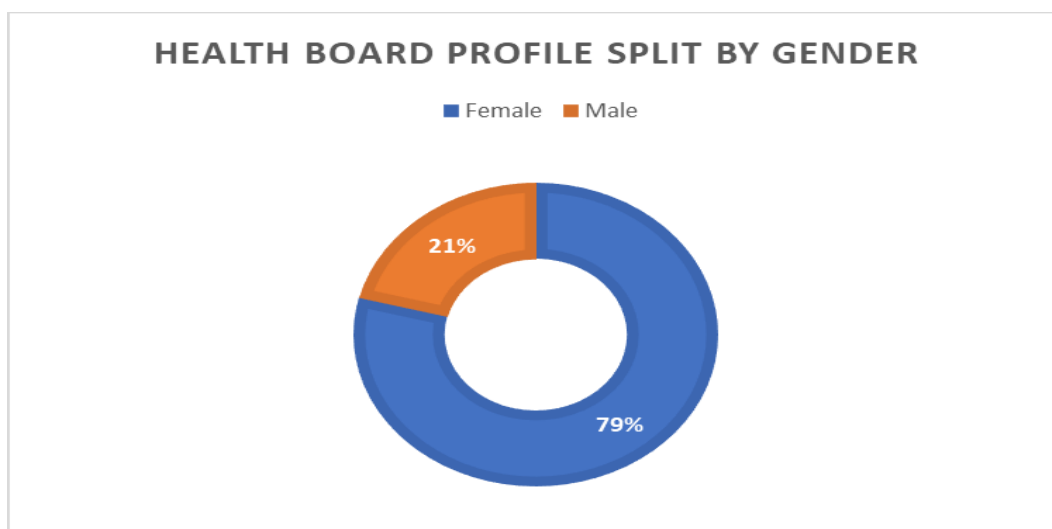


Figure one

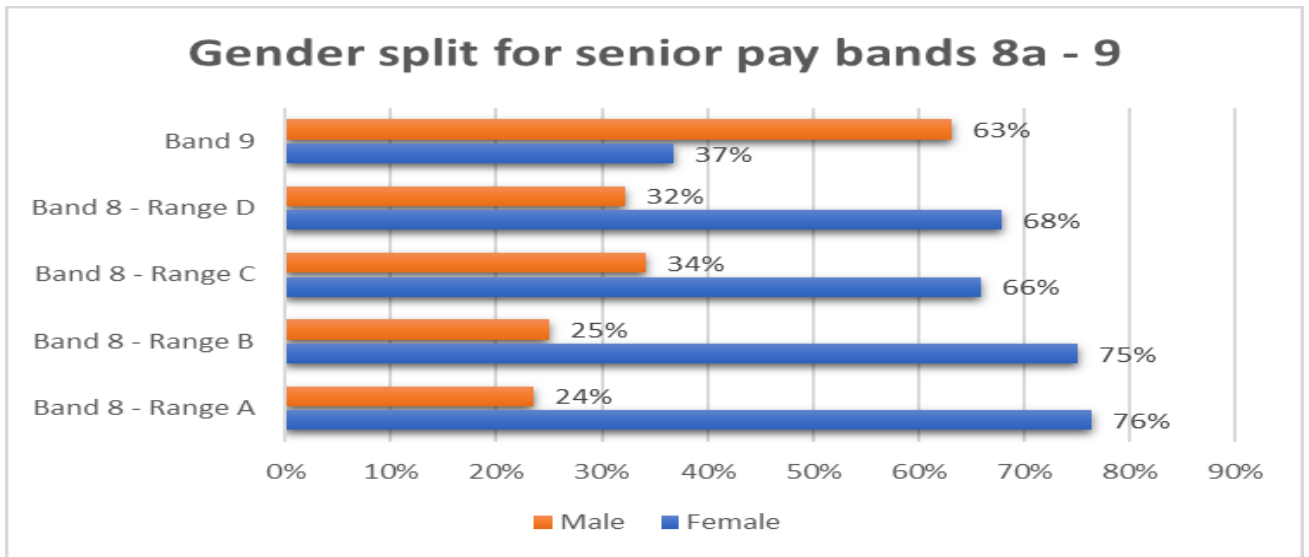


Figure two

The reasons for the absence of female representation at senior levels needs to be explored to better understand the roles and whether there are traditionally held gender biases, and any other contributory factors as opportunities to progress to senior levels should be available to all.

An analysis of the workforce data by ethnicity and gender (Figure three) showed that, for Black, Asian and Minority Ethnic staff, the percentages by gender remained mostly equal, with the exception of band 5, where the percentage of females (8%) is higher than males (2%), and is similar to the gender split overall for the Health Board. However, there are no Black, Asian and Minority Ethnic staff (male or female) at pay bands 8b, 8d and 9.

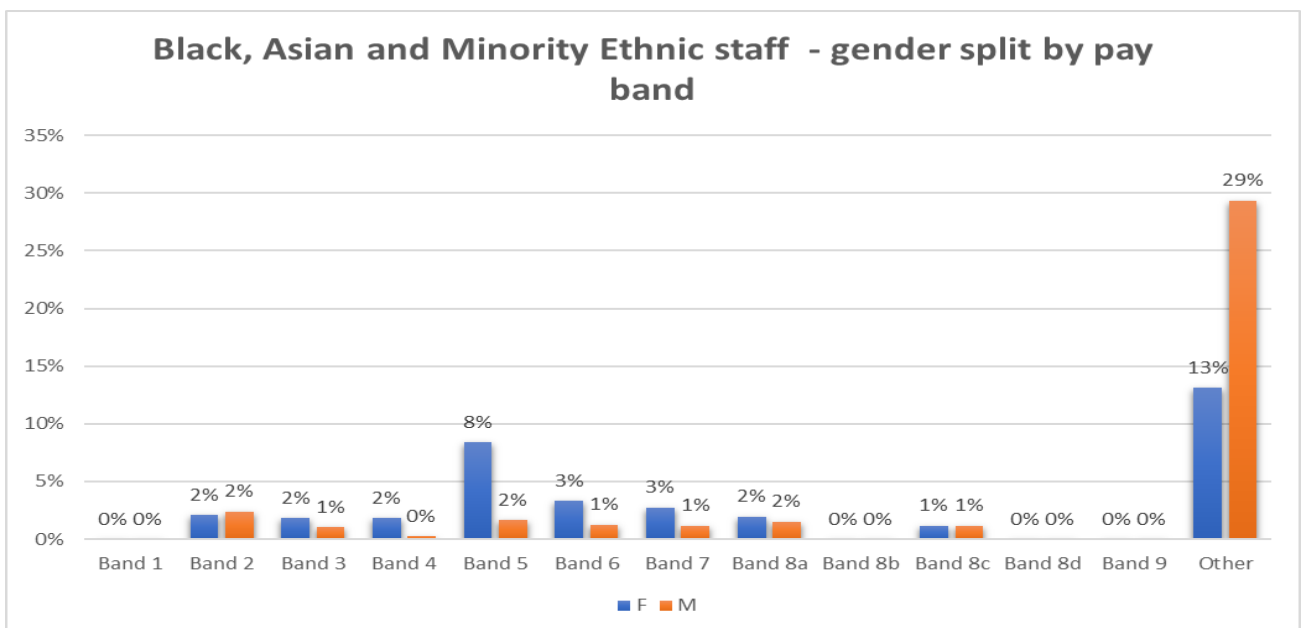


Figure three

It is essential that further analysis is carried out, to investigate the reasons for a lack of representation at senior levels from Black, Asian and Minority Ethnic staff, and this analysis can be incorporated into the work to progress the Health Board's local action plans for the Welsh Government Anti-racist Wales Action Plan and Workforce Race Equality Standard.

Respect and Resolution and Disciplinary case analysis

Analysis has been undertaken of the equality data for both Respect & Resolution (formally identified as Grievances) and Disciplinary cases and a summary has been provided in this section. This year the Health Board has changed the approach to only report on formal cases. This acknowledges that informal reporting is less consistently reported or measured as some managers' deal with these themselves without operational workforce intervention, and others are picked up by the Culture or Organisational Development Relationship team. We also only report to Welsh Government and NHS Employers on our formal cases and this shift of reporting brings all three data sets in line.

Taking the above caveats into account, overall, we have seen the number of formal disciplinary and respect and resolution cases increase this year. The reasons for this increase will be varied and we should not underestimate the impact that the Health Board's approach to encouraging a culture of speaking up will have had on the number of cases progressed. However, circa 75% of all formal disciplinary cases were dealt with via the fast-track process where sanctions available are no greater than a first written warning. Cases brought under the Medical & Dental Upholding Professional Standards in Wales (UPSW) process, which are included in this data set, have also increased since the last reporting year.

This increasing trend has also been noted within the wider HR community across all sectors and whilst the reasons for the overall increase in such cases remains the subject of further study and debate, there is little doubt that this is both significant and important for wider employee relations strategies.

Narrative on the protected characteristics in relation to Respect & Resolution:

The following points should be noted when comparing the case data with the corresponding data for headcount:

- The higher proportion of staff between the **age** of 51 - 55 raising concerns under the Respect & Resolution process continues the theme from the previous two annual Workforce Equality Reports, albeit the number of such complaints from the 46-50 age group has also increased this year. The overall percentage of staff in these combined age groups (46 and above) is 46.68% and yet they represent 66.66% of all the formal respect and resolution cases.
- There were no discernible trends in the information provided on **ethnicity** and the information is broadly comparable with the Health Board's overall ethnicity headcount figures.

- The information relating to **gender** has seen a shift from broadly comparable in terms of the proportion of male to female complainants (in 2022/2023) to an increase in male complainants for 2023/2024, some of which may be explained by a number of collective complaints received.
- The information on **Marital Status (Marriage and Civil partnerships)** is broadly comparable with the Health Board's overall marital status information and there have been no cases within the reference period which have referenced marital status as a contributing factor.
- There were no discernible trends in the information provided on **Religion and Belief** which suggested a disproportionate impact upon any groups of staff.
- We were unable to discern any trends in relation to **sexual orientation** on the basis of the information supplied. Employee relations cases within the reference period however, did not reference sexual orientation as being an issue which contributed to the concern itself that had been raised.

Narrative on the protected characteristics in relation to Disciplinary cases:

- We were unable to discern any trends in relation to **age** this year on the basis of the information supplied.
- There were no discernible trends in the information provided on **ethnicity** and the information is broadly comparable with the Health Board's overall ethnicity headcount figures.
- We were unable to discern any trends in relation to **gender** this year on the basis of the information supplied.
- The information on **Marital Status (Marriage and Civil partnerships)** is broadly comparable with the Health Board's overall marital status information although there does appear to have been a small decrease in the proportion of staff who identify as married who have been subject to a disciplinary process in 2023/2024.
- There were no discernible trends in the information provided on **Religion and Belief** which suggested a disproportionate impact upon any groups of staff, and it was noted that religion and belief was not referenced as an issue in any disciplinary cases.
- We were unable to discern any trends in relation to **sexual orientation** on the basis of the information supplied and the information remained broadly comparable with that reported in the 2022/2023 Workforce Equality Report.

Next steps

As a result of our analysis of workforce equality and pay gap data we have developed an Action Plan for 2024-2025. By monitoring our action plan throughout the year we can demonstrate that we are continuing to develop our understanding of the information that we have about our workforce, and when the data tells us that inequality may exist, what we are going to do to investigate further and take action to remove disadvantage.

Looking forward to 2024-25

This annual report has provided an overview of the breadth of the work which has been taken forward by the Health Board during 2023-24 in order to implement the strategic equality objectives set in the Strategic Equality Plan 2020-2024.

During the course of the year, we engaged with our communities and staff and in April 2024 published our refreshed Strategic Equality Plan and Objectives 2024-2028 which set out our intended direction of travel for the next four years as we seek to continue to advance equality, eliminate discrimination and foster good relations between those who share a protected characteristic and those who do not. Our refreshed plan relates to our role as an employer, as well as in the way in which we provide services to patients, families, carers and our wider population.

Our Equality objectives for the next four years, build on our existing objectives and our overarching objectives are:

Equality Objective 1 - Leadership by all

Equality Objective 2 - Working together to improve health and well-being for all

Equality Objective 3 - Embedding a person-centred approach

Equality Objective 4 - Being an employer of choice.

We are committed to working to continuously engage and involve our communities in supporting equal opportunities for our population and in promoting their health and wellbeing. The responsibility for implementing the strategic equality objectives falls to all employees. This includes our Board members, staff and volunteers, agents or contractors delivering services or undertaking work on behalf of the Health Board. Whilst some action will be taken corporately, it is expected that all service areas within the Health Board will develop action plans aligned with the Health Board's overarching strategic objectives to demonstrate how we will progress implementing our refreshed objectives.

We know that creating a fair and inclusive environment often involves changing cultures, challenging long held practices and breaking down barriers. We will work together to achieve our objectives and create a fairer, more equitable and inclusive environment for all.

Appendix one

HDdUHB Workforce Equality Data 2023-24

Age

Our Workforce

1.1 Headcount

	Headcount	%
<= 20 years	269	2.02%
21 to 25	884	6.65%
26 to 30	1,294	9.74%
31 to 35	1,554	11.69%
36 to 40	1,565	11.78%
41 to 45	1,521	11.44%
46 to 50	1,488	11.20%
51 to 55	1,729	13.01%
56 to 60	1,582	11.90%
61 to 65	1,030	7.75%
66 to 70	292	2.20%
>= 71 years	82	0.62%
Total	13,290	100%

	<= 20 years	21 to 25	26 to 30	31 to 35	36 to 40	41 to 45	46 to 50	51 to 55	56 to 60	61 to 65	66 to 70	>= 71 years	Total
Prof Scientific and Technical	0	16	49	70	77	66	52	53	25	11	5	6	430
Additional Clinical Services	153	396	419	412	343	308	257	345	327	210	52	14	3,236
Administration and Clerical	24	92	172	228	285	298	306	424	363	223	59	19	2,493
Allied Health Professionals	0	63	102	126	123	118	99	75	72	45	14	1	838
Estates and Ancillary	92	95	78	89	90	112	114	136	191	167	53	22	1,239
Healthcare Scientists	0	14	20	25	26	37	30	26	23	13	3	1	218
Medical and Dental	0	6	97	120	141	124	127	110	93	57	36	11	922
Nursing and Midwifery Registered	0	202	357	484	480	458	503	560	488	304	70	8	3,914
Total	269	884	1,294	1,554	1,565	1,521	1,488	1,729	1,582	1,030	292	82	13,290

1.2 Analysis of Pay by Staff Group and Band

	<= 20 years	21 to 25	26 to 30	31 to 35	36 to 40	41 to 45	46 to 50	51 to 55	56 to 60	61 to 65	66 to 70	>= 71 years	Total
Band 1	0	0	0	0	0	0	1	1	1	2	3	1	9
Band 2	244	417	347	336	281	279	220	326	387	300	95	36	3,268
Band 3	13	87	154	191	165	145	150	185	212	136	33	11	1,482
Band 4	2	54	95	111	128	123	143	204	139	83	18	7	1,107
Band 5	2	241	301	329	288	243	237	265	227	167	44	8	2,352
Band 6	0	72	206	276	290	256	279	271	238	142	36	7	2,073
Band 7	0	4	72	122	186	190	204	212	172	95	20	0	1,277
Band 8a	0	0	19	59	59	98	72	79	56	18	1	1	462
Band 8b	0	0	1	6	20	32	27	29	19	9	1	0	144
Band 8c	0	0	0	1	4	18	15	27	15	3	1	1	85
Band 8d	0	0	0	0	0	2	6	10	6	4	0	0	28
Band 9	0	0	0	0	2	4	2	3	3	5	0	0	19
Consultant	0	0	0	1	34	46	75	58	55	36	13	7	325
Speciality Doctors	0	0	4	30	48	37	25	20	11	6	5	0	186
Other Doctors in Training	0	5	71	58	39	19	5	3	4	3	1	0	208
Hospital Practitioners & Clinical Assistants	0	0	0	0	0	0	0	0	0	0	1	0	1
Other Medical and Dental Staff	0	0	0	0	4	3	6	12	10	7	6	1	49
Other	0	4	24	34	17	25	21	24	26	13	16	3	215
Total	269	884	1,294	1,554	1,565	1,520	1,488	1,729	1,581	1,029	294	83	13,290

Average Salary

	Prof Scientific & Technical	Additional Clinical Services	Admin & Clerical	Allied Health Professionals	Estates & Ancillary	Healthcare Scientists	Medical & Dental	Nursing & Midwifery Registered	Total
>=20 years	£0.00	£21,007.35	£23,025.15	£0.00	£22,550.48	£0.00	£0.00	£0.00	£21,552.36
21 to 25	£35,202.07	£23,494.13	£25,171.62	£31,804.83	£22,730.47	£33,574.13	£31,035.40	£30,172.18	£27,013.84
26 to 30	£43,228.44	£24,135.06	£27,135.44	£37,434.23	£23,539.99	£38,281.19	£39,188.32	£33,672.86	£30,808.60
31 to 35	£46,146.71	£24,088.28	£29,117.80	£42,126.27	£24,261.94	£43,243.90	£52,283.39	£36,156.90	£33,917.10
36 to 40	£46,642.99	£24,480.93	£32,811.30	£44,330.01	£24,247.05	£43,738.74	£76,136.20	£38,021.01	£37,994.02
41 to 45	£49,881.51	£24,390.57	£38,927.17	£47,113.00	£24,588.43	£45,202.68	£87,281.29	£40,508.80	£40,898.32
46 to 50	£47,279.98	£24,994.11	£36,134.52	£46,666.55	£24,120.65	£46,185.09	£101,457.49	£41,775.53	£42,037.24
51 to 55	£51,959.74	£25,047.72	£35,852.38	£47,153.25	£24,126.49	£47,881.44	£104,804.99	£42,952.12	£40,665.28
56 to 60	£52,688.99	£24,513.86	£32,361.79	£50,545.39	£23,758.37	£50,821.44	£109,983.54	£44,246.49	£39,305.32
61 to 65	£45,193.03	£24,563.60	£32,994.04	£48,184.35	£23,859.67	£47,975.00	£109,356.23	£43,400.21	£37,499.34
66 to 70	£46,482.45	£23,952.61	£28,724.59	£51,522.35	£24,510.08	£52,139.77	£108,694.81	£40,439.58	£41,083.91
>= 71 years	£57,230.29	£24,455.64	£25,494.27	£43,257.00	£22,981.31	£0.00	£114,556.35	£36,706.76	£36,817.18
Total	£47,292.14	£24,237.99	£33,251.18	£43,576.64	£23,934.68	£44,522.26	£85,626.17	£39,422.10	£37,280.85

The previous table (average salary) shows analysis of pay using mean annual salary as the basis and the figures shown are those for March 2024.

1.3 Contract Type and Working Pattern

Contract Type						
	Permanent	Fixed Term Temp	Locum	Non-Exec Director/Chair	Bank	Total
<= 20 years	167	11	0	0	91	269
21 to 25	610	64	0	0	210	884
26 to 30	1,012	118	21	0	143	1,294
31 to 35	1,308	92	28	0	126	1,554
36 to 40	1,370	71	23	0	101	1,565
41 to 45	1,343	77	17	0	84	1,521
46 to 50	1,346	65	16	3	58	1,488
51 to 55	1,598	54	7	0	70	1,729
56 to 60	1,452	46	6	3	75	1,582
61 to 65	862	60	11	1	96	1,030
66 to 70	217	14	7	3	51	292
>= 71 years	54	3	7	0	18	82
Total	11,339	675	143	10	1,123	13,290

Working Pattern			
	Full Time	Part Time	Total
<= 20 years	125	144	269
21 to 25	487	397	884
26 to 30	797	497	1,294
31 to 35	801	753	1,554
36 to 40	842	723	1,565
41 to 45	846	675	1,521
46 to 50	946	542	1,488
51 to 55	1,027	702	1,729
56 to 60	709	873	1,582
61 to 65	303	727	1,030
66 to 70	55	237	292
>= 71 years	7	75	82
Total	6,945	6,345	13,290

1.4 Recruitment

Note: As the Recruitment data is extracted from Trac rather than ESR the Age Bands are reported differently to that in ESR.

	Total Number of Applications Received	%	Total Number of Applicants Shortlisted	%	Total Number of Applicants Offered	%
<= 20 years	700	1.6%	277	3.4%	124	4.1%
20 to 24	5,208	11.8%	962	11.9%	410	13.6%
25 to 29	14,551	32.9%	1,383	17.0%	498	16.5%
30 to 34	9,358	21.2%	1,274	15.7%	470	15.6%
35 to 39	5,676	12.8%	1,075	13.3%	422	14.0%
40 to 44	3,507	7.9%	872	10.8%	312	10.3%
45 to 49	2,157	4.9%	774	9.5%	281	9.3%
50 to 54	1,609	3.6%	773	9.5%	269	8.9%
55 to 59	910	2.1%	469	5.8%	151	5.0%
60 to 64	434	1.0%	212	2.6%	67	2.2%
>= 65 years	84	0.2%	37	0.5%	14	0.5%
Undisclosed	17	0.0%	6	0.1%	0	0.0%
Total	44,211	100%	8,114	100%	3,018	100%

1.5 Leavers

	Headcount	%
<= 20 years	40	3.94%
21 to 25	84	8.27%
26 to 30	127	12.50%
31 to 35	97	9.55%
36 to 40	70	6.89%
41 to 45	58	5.70%
46 to 50	60	5.91%
51 to 55	96	9.45%
56 to 60	180	17.72%
61 to 65	129	12.70%
66 to 70	64	6.30%
>= 71 years	11	1.08%
Total	1,016	100%

1.6 Training Attendance

	Attendance / Courses Completed	%
<= 20 years	3,702	3.72%
21 to 25	9,684	9.72%
26 to 30	11,972	12.02%
31 to 35	11,997	12.04%
36 to 40	11,198	11.24%
41 to 45	10,565	10.61%
46 to 50	10,679	10.72%
51 to 55	11,471	11.52%
56 to 60	10,944	10.99%
61 to 65	5,746	5.77%
66 to 70	1,443	1.45%
>= 71 years	215	0.22%
Total	99,616	100%

1.7 Staff Involved in Disciplinary Procedures

	Headcount	%
<= 20 years	4	4.12%
21 to 25	4	4.12%
26 to 30	7	7.22%
31 to 35	10	10.31%
36 to 40	10	10.31%
41 to 45	15	15.45%
46 to 50	14	14.43%
51 to 55	13	13.40%
56 to 60	11	11.34%
61 to 65	7	7.22%
66 to 70	1	1.03%
>= 71 years	1	1.03%
Total	97	100%

1.8 Staff Involved in Respect and Resolution Procedures

	Headcount	%
<= 20 years	0	0.00%
21 to 25	2	4.44%
26 to 30	3	6.67%
31 to 35	5	11.11%
36 to 40	2	4.44%
41 to 45	3	6.67%
46 to 50	6	13.33%
51 to 55	5	11.11%
56 to 60	10	22.22%
61 to 65	6	13.33%
66 to 70	3	6.67%
>= 71 years	0	0.00%
Total	45	100%

Disability

Our Workforce

2.1 Headcount

	Headcount	%
Disabled	583	4.39%
Not Disabled	10,893	81.96%
Prefer Not to Say	53	0.40%
Not Recorded on ESR	1,761	13.25%
Total	13,290	100%

	Disabled	Not Disabled	Prefer Not to Answer	Not Recorded on ESR	Total
Prof Scientific and Technic	19	363	0	48	430
Additional Clinical Services	118	2,792	17	309	3,236
Administrative and Clerical	140	2,033	12	308	2,493
Allied Health Professionals	53	679	0	106	838
Estates and Ancillary	48	941	1	249	1,239
Healthcare Scientists	5	161	1	51	218
Medical and Dental	12	705	4	201	922
Nursing and Midwifery Registered	188	3,219	18	489	3,914
Total	583	10,893	53	1,761	13,290

2.2 Pay by Staff Group by Band

	Disabled	Not Disabled	Prefer Not to Answer	Not Recorded on ESR	Total
Band 1	1	3	0	5	9
Band 2	121	2,748	11	388	3,268
Band 3	73	1,222	8	179	1,482
Band 4	48	869	5	185	1,107
Band 5	120	1,909	14	309	2,352
Band 6	113	1,701	5	254	2,073
Band 7	65	1,049	5	158	1,277
Band 8a	16	406	0	40	462
Band 8b	3	126	0	15	144
Band 8c	3	73	0	9	85
Band 8d	1	23	0	4	28
Band 9	0	18	0	1	19
Consultant	4	236	1	84	325
Speciality Doctors	0	145	0	41	186
Other Doctors in Training	5	183	1	19	208
Hospital Practitioners & Clinical Assistants	0	0	0	1	1
Other Medical and Dental Staff	0	29	0	20	49
Other	10	153	3	49	215
Total	583	10,893	53	1,761	13,290

Average Salary

	Disabled	Not Disabled	Prefer not to Answer	Not Recorded on ESR	Total
Prof Scientific & Technical	£48,398.64	£47,574.80	£0.00	£44,324.90	£47,292.14
Additional Clinical Services	£24,430.59	£24,130.50	£24,900.28	£24,987.99	£24,237.99
Admin & Clerical	£30,903.58	£33,341.40	£32,290.09	£33,803.83	£33,251.18
Allied Health Professionals	£40,641.19	£43,210.19	£0.00	£47,759.79	£43,576.64
Estates and Ancillary	£23,480.14	£24,021.81	£22,720.00	£23,737.75	£23,934.68
Healthcare Scientists	£37,666.60	£43,946.80	£46,686.00	£47,173.84	£44,522.26
Medical & Dental	£77,094.93	£82,457.44	£78,408.00	£97,584.20	£85,626.17
Nursing & Midwifery Registered	£38,546.31	£39,449.57	£34,890.40	£39,778.70	£39,422.10
Total	£34,172.57	£36,909.80	£33,493.21	£40,761.23	£37,280.85

The above table shows analysis of pay using mean annual salary as the basis and the figures shown are those for March 2024.

2.3 Contract Type and Working Pattern

Contract Type						
	Permanent	Fixed Term Temp	Locum	Non-Exec Director/Chair	Bank	Total
Disabled	522	29	1	0	31	583
Not Disabled	9,175	586	112	7	1,031	10,893
Prefer Not to Answer	44	4	0	0	5	53
Not Recorded on ESR	1,598	56	30	3	74	1,761
Total	11,339	675	143	10	1,123	13,290

Working Pattern			
	Full Time	Part Time	Total
Disabled	315	268	583
Not Disabled	5,742	5,151	10,893
Prefer Not to Answer	33	20	53
Not Recorded on ESR	855	906	1,761
Total	6,945	6,345	13,290

2.4 Recruitment

	Total Number of Applications Received	%	Total Number of Applicants Shortlisted	%	Total Number of Applicants Offered	%
Disability: Yes	1,381	3.1%	613	7.6%	183	6.1%
Disability: No	42,338	95.8%	7,278	89.7%	2,725	90.3%
Disability: Undisclosed	492	1.1%	223	2.7%	110	3.6%
Total	44,211	100%	8,114	100%	3,018	100%

2.5 Leavers

	Headcount	%
Disabled	57	5.61%
Not Disabled	768	75.59%
Prefer Not to Answer	1	0.10%
Not Recorded on ESR	190	18.70%
Total	1,016	100%

2.6 Training Attendance

	Attendance / Courses Completed	%
Disabled	2,220	2.23%
Not Disabled	43,841	44.01%
Prefer Not to Answer	214	0.21%
Not Recorded on ESR	53,341	53.55%
Total	99,616	100%

2.7 Staff Involved in Disciplinary Procedures

	Headcount	%
Yes	7	7.22%
No	76	78.35%
Not Recorded on ESR	14	14.43%
Total	97	100%

2.8 Staff Involved in Respect and Resolution Procedures

	Headcount	%
Yes	3	6.67%
No	33	73.33%
Not Recorded on ESR	9	20.00%
Total	45	100%

Ethnicity

Our Workforce

3.1 Headcount

	Headcount	%
Asian or Asian British	559	4.21%
Black or Black British	167	1.26%
Mixed	107	0.81%
White	11,550	86.91%
Any Other Ethnic Group	197	1.48%
Not Recorded on ESR	710	5.34%
Total	13,290	100%

	Asian or Asian British	Black or Black British	Mixed	White	Any Other Ethnic Group	Not Recorded on ESR	Total
Prof Scientific and Technic	6	2	9	393	5	12	430
Additional Clinical Services	53	23	26	3,012	28	94	3,236
Administrative and Clerical	27	11	17	2,353	11	74	2,493
Allied Health Professionals	18	22	8	760	5	25	838
Estates and Ancillary	34	2	5	1,109	12	77	1,239
Healthcare Scientists	5	3	2	195	1	12	218
Medical and Dental	264	69	17	321	66	185	922
Nursing and Midwifery Registered	152	32	23	3,407	69	231	3,914
	559	167	107	11,550	197	710	13,290

3.2 Pay by Staff Group and Band

	Asian or Asian British	Black or Black British	Mixed	White	Any Other Ethnic Group	Not Recorded on ESR	Total
Band 1	0	0	0	8	0	1	9
Band 2	77	21	17	3,006	32	115	3,268
Band 3	14	6	13	1,383	9	57	1,482
Band 4	7	3	7	1,056	6	28	1,107
Band 5	136	33	18	1,934	50	181	2,352
Band 6	36	24	14	1,904	21	74	2,073
Band 7	20	8	13	1,191	9	36	1,277
Band 8a	5	2	5	435	4	11	462
Band 8b	0	0	0	142	0	2	144
Band 8c	0	0	2	82	0	1	85
Band 8d	0	0	0	27	0	1	28
Band 9	0	0	0	19	0	0	19
Consultant	94	13	6	162	17	33	325
Speciality Doctors	0	0	0	0	0	0	0
Other Doctors in Training	56	31	6	36	22	57	208
Hospital Practitioners & Clinical Assistants	0	0	0	1	0	0	1
Other Medical and Dental Staff	85	20	5	57	21	47	235
Other	29	6	1	107	6	66	215
Total	559	167	107	11,550	197	710	13,290

Average Salary

	Asian or Asian British	Black or Black British	Mixed	White	Any Other Ethnic Group	Not Recorded on ESR	Total
Prof Scientific & Technical	£41,524.54	£42,932.20	£43,104.88	£47,653.22	£45,458.89	£44,565.97	£47,292.14
Additional Clinical Services	£23,409.13	£22,919.49	£24,288.77	£24,246.94	£24,458.19	£24,665.49	£24,237.99
Admin & Clerical	£32,069.09	£29,719.06	£32,803.20	£33,420.02	£29,074.10	£29,499.57	£33,251.18
Allied Health Professionals	£40,052.83	£36,135.32	£43,144.16	£43,870.16	£35,216.58	£47,609.41	£43,576.64
Estates and Ancillary	£22,985.98	£22,720.00	£22,720.00	£24,000.91	£22,843.81	£23,630.77	£23,934.68
Healthcare Scientists	£44,392.19	£43,257.00	£40,584.00	£44,543.96	£43,257.00	£45,588.92	£44,522.26
Medical & Dental	£83,056.49	£67,846.71	£76,612.56	£103,763.59	£76,556.22	£73,450.02	£85,626.17
Nursing & Midwifery Registered	£33,301.53	£34,437.89	£39,592.13	£40,253.69	£36,163.27	£34,183.94	£39,422.10
Total	£55,649.58	£48,195.97	£42,362.51	£35,680.47	£47,153.87	£40,648.86	£37,280.85

The above table shows analysis of pay using mean annual salary as the basis and the figures shown are those for March 2024.

3.3 Contract Type and Working Pattern

Contract Type						
	Permanent	Fixed Term Temp	Locum	Non-Exec Director/Chair	Bank	Total
Asian or Asian British	413	95	30	0	21	559
Black or Black British	114	40	3	1	9	167
Mixed	88	11	0	0	8	107
White	10,017	447	63	2	1,011	11,550
Any Other Ethnic Group	159	25	6	0	7	197
Not Recorded on ESR	538	57	41	7	67	710
Total	11,339	675	143	10	1,123	13,290

Working Pattern			
	Full Time	Part Time	Total
Asian or Asian British	410	149	559
Black or Black British	136	31	167
Mixed	67	40	107
White	5,814	5,736	11,550
Any Other Ethnic Group	137	60	197
Not Recorded on ESR	381	329	710
Total	6,945	6,345	13,290

3.4 Recruitment

	Total Number of Applications Received	%	Total Number of Applicants Shortlisted	%	Total Number of Applicants Offered	%
Asian or Asian British	13,842	31.3%	961	11.8%	270	9.0%
Black or Black British	13,282	30.0%	430	5.3%	93	3.1%
Mixed	1,551	3.5%	171	2.1%	70	2.3%
White	12,432	28.1%	6,197	76.4%	2,430	80.6%
Any Other Ethnic Group	2,503	5.7%	177	2.2%	57	1.9%
Undisclosed	601	1.4%	178	2.2%	96	3.2%
Total	44,211	100%	8,114	100%	3,016	100%

Note: The figure shown as 3,016 (rather than the overall total of 3,018) of the Total Number of Applicants Offered was due to protecting confidentiality and any reported number with a value less than 5 has been rounded down to zero.

3.5 Leavers

	Headcount	%
Asian or Asian British	54	5.31%
Black or Black British	22	2.17%
Mixed	7	0.69%
White	850	83.66%
Any Other Ethnic Group	17	1.67%
Not Recorded on ESR	66	6.50%
Total	1,016	100%

3.6 Training Attendance

	Attendance / Courses Completed	%
Asian or Asian British	5,117	5.14%
Black or Black British	1,883	1.89%
Mixed	841	0.84%
White	82,299	82.62%
Any Other Ethnic Group	1,789	1.80%
Not Recorded on ESR	7,687	7.72%
Total	99,616	100%

3.7 Staff Involved in Disciplinary Procedures

	Headcount	%
White	89	91.76%
Black or Black British	3	3.09%
Any Other Ethnic Group	3	3.09%
Not Recorded on ESR	2	2.06%
Total	97	100%

3.8 Staff Involved in Respect and Resolution Procedures

	Headcount	%
Asian or Asian British	2	4.44%
Any Other Ethnic Group	2	4.44%
White	39	86.67%
Not Recorded on ESR	2	4.44%
Total	45	100%

Gender

Our Workforce

4.1 Headcount

	Headcount	%
Female	10,509	79.07%
Male	2,781	20.93%
Total	13,290	100%

Full-time equivalent

	FTE	%
Female	8,135.49	77.80%
Male	2,321.00	22.20%
Total	10,456.49	100%

	Female		Male		Total	
	Headcount	%	Headcount	%	Headcount	%
Prof Scientific and Technic	328	3.12%	102	3.67%	430	3.24%
Additional Clinical Services	2,736	26.03%	500	17.98%	3,236	24.35%
Administrative and Clerical	2,049	19.50%	444	15.97%	2,493	18.76%
Allied Health Professionals	653	6.21%	185	6.65%	838	6.31%
Estates and Ancillary	689	6.56%	550	19.78%	1,239	9.32%
Healthcare Scientists	118	1.12%	100	3.60%	218	1.64%
Medical and Dental	321	3.05%	601	21.61%	922	6.94%
Nursing and Midwifery Registered	3,615	34.40%	299	10.75%	3,914	29.45%
Total	10,509	100%	2,781	100%	13,290	100%

4.2 Pay by Staff Group and Band

	Female		Male		Total	
	Headcount	%	Headcount	%	Headcount	%
Band 1	6	0.06%	3	0.11%	9	0.07%
Band 2	2,578	24.53%	690	24.81%	3,268	24.59%
Band 3	1,170	11.13%	312	11.22%	1,482	11.15%
Band 4	980	9.33%	127	4.57%	1,107	8.33%
Band 5	2,052	19.53%	300	10.79%	2,352	17.70%
Band 6	1,738	16.54%	335	12.05%	2,073	15.60%
Band 7	1,076	10.24%	201	7.23%	1,277	9.61%
Band 8a	353	3.36%	109	3.92%	462	3.48%
Band 8b	108	1.03%	36	1.29%	144	1.08%
Band 8c	56	0.53%	29	1.04%	85	0.64%
Band 8d	19	0.18%	9	0.32%	28	0.21%
Band 9	7	0.07%	12	0.43%	19	0.14%
Consultants	100	0.95%	225	8.09%	325	2.45%
Specialty Doctors	69	0.66%	117	4.21%	186	1.40%
Other Doctors in Training	68	0.65%	140	5.03%	208	1.57%
Hospital Practitioners & Clinical Assistants	0	0.00%	1	0.04%	1	0.01%
Other Medical and Dental	17	0.16%	32	1.15%	49	0.37%
Other	112	1.07%	103	3.70%	215	1.62%
Total	10,509	100%	2,781	100%	13,290	100%

Average Salary

	Female	Male	Total
Prof Scientific & Technical	£46,671.05	£49,214.39	£47,292.14
Additional Clinical Services	£24,209.36	£24,371.78	£24,371.78
Admin & Clerical	\$31,605.35	£40,149.61	£33,251.18
Allied Health Professionals	£43,558.70	£43,633.93	£43,576.64
Estates and Ancillary	£22,990.03	£24,822.52	£23,934.68
Healthcare Scientists	£44,868.00	£44,134.54	£44,522.26
Medical & Dental	£81,621.50	£87,659.25	£85,626.17
Nursing & Midwifery Registered	£39,363.76	£40,068.77	£39,422.10
Total	£35,177.04	£44,609.33	£37,280.85

The table above shows analysis of pay using mean annual salary as the basis and the figures shown are those for March 2024.

4.3 Contract Type and Working Pattern

Contract Type						
	Female		Male		Total	
Assignment Category	Headcount	%	Headcount	%	Headcount	%
Permanent	9,065	88.26%	2,274	81.77%	11,339	85.32%
Fixed Term Temp	472	4.49%	203	7.30%	675	5.08%
Locum	46	0.44%	97	3.49%	143	1.08%
Non-Exec Director/Chair	5	0.05%	5	0.18%	10	0.08%
Bank	921	8.76%	202	7.26%	1,123	8.45%
Total	10,509	100%	2,781	100%	13,290	100%

Working Pattern						
	Female		Male		Total	
Employee Category	Headcount	%	Headcount	%	Headcount	%
Full-Time	4,944	46.05%	2,001	71.95%	6,945	52.25%
Part-Time	5,565	53.95%	780	28.05%	6,345	47.75%
Total	10,509	100%	2,781	100%	13,290	100%

4.4 Recruitment

	Total Number of Applications Received	%	Total Number of Applicants Shortlisted	%	Total Number of Applicants Offered	%
Female	27,389	62.0%	6,015	74.1%	2,322	76.9%
Male	16,666	37.6%	2,047	25.3%	677	22.5%
Undisclosed	156	0.4%	52	0.6%	19	0.6%
Total	44,211	100%	8,114	100%	3,018	100%

4.5 Leavers

	Headcount	%
Female	747	73.52%
Male	269	26.48%
Total	1,016	100%

4.6 Training Attendance

	Attendance / Courses Completed	%
Female	80,796	81.11%
Male	18,820	18.89%
Total	99,616	100%

4.7 Staff Involved in Disciplinary Procedures

	Headcount	%
Female	64	65.98%
Male	33	34.02%
Total	97	100%

4.8 Staff Involved in Respect and Resolution Procedures

	Headcount	%
Female	25	55.56%
Male	20	44.44%
Total	45	100%

Marital Status (Marriage and Civil Partnership)

Our Workforce

5.1 Headcount

	Headcount	%
Civil Partnership	284	2.14%
Divorced	970	7.30%
Legally Separated	117	0.88%
Married	6,583	49.53%
Single	4,389	33.02%
Widowed	158	1.19%
Not Recorded on ESR	789	5.94%
	13,290	100%

	Civil Partnership	Divorced	Legally Separated	Married	Single	Widowed	Not Recorded on ESR	Total
Prof Scientific and Technic	8	17	3	221	147	3	31	428
Additional Clinical Services	101	224	39	1,287	1,414	39	132	3,223
Administrative and Clerical	41	215	23	1,360	696	39	119	2,471
Allied Health Professionals	14	46	5	426	298	7	42	838
Estates and Ancillary	31	99	8	497	492	23	89	1,225
Healthcare Scientists	3	11	1	123	65	1	14	214
Medical and Dental	10	25	5	601	229	3	49	914
Nursing and Midwifery Registered	76	333	33	2,068	1,048	43	313	3,879
	284	970	117	6,583	4,389	158	789	13,290

5.2 Pay by Staff Group and Band

	Civil Partnership	Divorced	Legally Separated	Married	Single	Widowed	Not Recorded on ESR	Total
Band 1	0	0	0	5	2	0	2	9
Band 2	96	220	26	1,206	1,496	59	165	3,268
Band 3	46	123	19	693	514	21	66	1,482
Band 4	17	109	10	606	311	11	43	1,107
Band 5	48	160	19	1,050	798	28	249	2,352
Band 6	33	167	17	1,104	621	16	115	2,073
Band 7	23	101	10	799	271	11	62	1,277
Band 8a	8	28	4	311	91	1	19	462
Band 8b	2	13	3	92	24	2	8	144
Band 8c	1	6	2	62	8	4	2	85
Band 8d	0	9	0	14	4	0	1	28
Band 9	0	3	0	13	2	0	1	19
Consultant	3	15	1	246	32	1	27	325
Speciality Doctors	1	3	1	145	30	0	6	186
Other Doctors in Training	4	2	1	81	114	1	5	208
Hospital Practitioners & Clinical Assistants	0	0	0	1	0	0	0	1
Other Medical and Dental Staff	0	2	0	37	7	0	3	49
Other	2	9	4	118	64	3	15	215
Total	284	970	117	6,583	4,389	158	789	13,290

Average Salary

	Civil Partnership	Divorced	Legally Separated	Married	Single	Widowed	Not Recorded on ESR	Total
Prof Scientific & Technical	£42,797.08	£43,322.54	£40,918.00	£50,141.69	£43,822.07	£65,055.00	£47,428.50	£47,292.14
Additional Clinical Services	£23,674.21	£24,413.54	£24,635.93	£24,667.96	£23,818.68	£23,711.38	£24,343.36	£24,237.99
Admin & Clerical	£30,615.44	£35,440.89	£39,157.98	£35,000.70	£29,431.36	£31,256.39	£32,964.16	£33,251.18
Allied Health Professionals	£42,976.24	£46,384.52	£44,028.49	£46,287.79	£39,913.82	£48,446.42	£42,500.23	£43,576.64
Estates and Ancillary	£23,823.16	£23,882.20	£22,720.00	£24,434.86	£23,474.54	£23,161.11	£23,701.05	£23,934.68
Healthcare Scientists	£53,225.67	£44,717.22	£32,442.75	£46,096.27	£41,230.51	£58,210.00	£44,477.36	£44,522.26
Medical & Dental	£77,723.85	£108,900.70	£83,352.38	£91,115.12	£62,516.66	£87,253.92	£100,106.17	£85,626.17
Nursing & Midwifery Registered	£37,356.38	£42,588.96	£41,575.79	£41,344.11	£36,889.44	£39,027.15	£33,917.71	£39,422.10
Total	£32,313.42	£36,701.33	£36,292.84	£40,967.92	£32,434.90	£33,151.02	£36,420.66	£37,280.85

The previous table (average salary) shows analysis of pay using mean annual salary as the basis and the figures shown are those for March 2024.

5.3. Contract Type and Working Pattern

Contract Type						
	Permanent	Fixed Term Temp	Locum	Non-Exec Director/Chair	Bank	Total
Civil Partnership	249	14	3	0	18	284
Divorced	856	38	6	0	70	970
Legally Separated	103	7	0	0	7	117
Married	5,795	325	71	6	386	6,583
Single	3,482	260	55	1	591	4,389
Widowed	713	5	8	2	11	739
Not Recorded on ESR	141	26		1	40	208
Total	11,339	675	143	10	1,123	13,290

Working Pattern			
	Full Time	Part Time	Total
Civil Partnership	140	144	284
Divorced	491	479	970
Legally Separated	68	49	117
Married	3,221	3,362	6,583
Single	2,457	1,932	4,389
Widowed	57	101	158
Not Recorded on ESR	511	278	789
Total	6,945	6,345	13,290

5.4 Recruitment

	Total Number of Applications Received	%	Total Number of Applicants Shortlisted	%	Total Number of Applicants Offered	%
Civil Partnership	606	1.4%	208	2.6%	72	2.4%
Divorced	907	2.1%	422	5.2%	130	4.3%
Legally Separated	136	0.3%	57	0.7%	16	0.5%
Married	19,178	43.4%	3,282	40.5%	1,181	39.1%
Other	937	2.1%	420	5.2%	192	6.4%
Single	21,778	49.3%	3,450	42.5%	1,296	42.9%
Widowed	207	0.5%	75	0.9%	25	0.8%
Unknown	126	0.3%	97	1.2%	73	2.4%
Unspecified	336	0.8%	103	1.3%	33	1.1%
Total	44,211	100%	8,114	100%	3,018	100%

5.5 Leavers

	Headcount	%
Civil Partnership	12	1.18%
Divorced	79	7.78%
Legally Separated	9	0.89%
Married	498	49.02%
Single	352	34.65%
Widowed	25	2.46%
Not Recorded on ESR	41	4.04%
Total	1,016	100%

5.6 Staff Involved in Disciplinary Procedures

	Headcount	%
Civil Partnership	3	3.09%
Divorced	9	9.28%
Legally Separated	5	5.15%
Married	37	38.14%
Single	36	37.11%
Widowed	1	1.03%
Not Recorded on ESR	6	6.20%
Total	97	100%

5.7 Staff Involved in Respect and Resolution Procedures

	Headcount	%
Civil Partnership	2	4.44%
Divorced	3	6.67%
Legally Separated	1	2.22%
Married	22	48.89%
Single	13	28.89%
Not Recorded on ESR	4	8.88%
Total	45	100%

Maternity and Adoption (Pregnancy and Maternity)

Our Workforce

6.1 Headcount

	Headcount	%
Staff taken Maternity Leave & Adoption Leave	610	4.59%

6.2 Leavers

	Headcount	%
Staff taken Maternity Leave & Adoption Leave	0	0.00%

Religion and Belief (Including No Belief)

Our Workforce

7.1 Headcount

	Headcount	%
Atheism	2,197	16.53%
Buddhism	74	0.56%
Christianity	5,663	42.61%
Hinduism	105	0.79%
Islam	163	1.23%
Jainism	1	0.01%
Judaism	7	0.05%
Sikhism	6	0.05%
Other	1,357	10.21%
I Do Not Wish to Disclose my Religion/Belief	2,506	19.26%
Not Recorded on ESR	1,211	9.11%
Total	13,290	100%

	Atheism	Buddhism	Christianity	Hinduism	I do not wish to disclose my religion/belief	Islam	Jainism	Judaism	Other	Sikhism	Not Recorded on ESR	Total
Prof Scientific and Technic	89	3	199	0	53	5	0	0	44	0	37	430
Additional Clinical Services	651	6	1,367	5	524	10	0	1	432	0	240	3,236
Administrative and Clerical	415	9	1,177	10	383	8	0	2	245	1	243	2,493
Allied Health Professionals	161	2	362	4	158	5	0	1	64	1	80	838
Estates and Ancillary	188	3	483	4	225	3	0	0	121	0	212	1,239
Healthcare Scientists	48	1	68	2	37	2	0	0	21	0	39	218
Medical and Dental	41	33	140	67	390	124	1	0	13	2	111	922
Nursing and Midwifery Registered	604	17	1,867	13	736	6	0	3	417	2	249	3,914
Total	2,197	74	5,663	105	2,506	163	1	7	1,357	6	1,211	13,290

7.2 Pay by Staff Group and Band

	Atheism	Buddhism	Christianity	Hinduism	I do not wish to disclose my religion/ belief	Islam	Jainism	Judaism	Other	Sikhism	Not Recorded on ESR	Total
Band 1	0	0	1	0	1	1	0	0	0	0	6	9
Band 2	618	8	1,387	9	548	11	0	1	380	0	306	3,258
Band 3	249	3	645	3	253	4	0	0	184	0	141	1,482
Band 4	169	3	492	1	152	3	0	1	123	0	163	1,107
Band 5	414	9	1,002	15	459	7	0	2	271	0	173	2,352
Band 6	382	9	958	5	368	6	0	0	196	1	148	2,073
Band 7	186	4	633	5	200	3	0	1	138	2	105	1,277
Band 8a	89	1	235	0	66	4	0	1	37	1	28	462
Band 8b	27	2	81	0	17	0	0	0	7	0	10	144
Band 8c	8	1	48	0	15	0	0	1	2	0	10	85
Band 8d	4	0	16	0	6	0	0	0	0	0	2	28
Band 9	3	0	10	0	4	0	0	0	1	0	1	19
Consultant	19	13	56	31	114	25	0	0	8	1	58	325
Speciality Doctors	6	11	30	15	62	48	1	0	1	1	11	186
Other Doctors in Training	8	8	27	10	101	46	0	0	1	0	7	208
Hospital Practitioner & Clinical Assistants	0	0	0	0	0	0	0	0	0	0	1	1
Other Medical and Dental Staff	2	1	11	3	11	2	0	0	1	0	18	49
Other	13	1	31	8	129	4	0	0	6	0	23	215
Total	2,197	74	5,663	105	2,506	163	1	7	1,357	6	1,211	13,290

Average Salary

	Prof Scientific & Technical	Additional Clinical Services	Admin & Clerical	Allied Health Professionals	Estates & Ancillary	Healthcare Scientists	Medical & Dental	Nursing & Midwifery Registered	Total
Atheism	£46,071.88	£24,140.66	£32,849.84	£40,978.81	£24,367.65	£41,266.88	£91,136.19	£37,924.49	£34,331.95
Buddhism	£45,351.33	£22,606.01	£30,292.47	£41,219.50	£22,720.00	£59,857.00	£80,794.84	£41,386.27	£57,985.18
Christianity	£49,968.15	£24,163.77	£33,825.02	£43,892.50	£24,130.16	£45,379.42	£84,604.36	£40,423.22	£36,180.55
Hinduism	£0.00	£22,847.62	£30,558.59	£39,862.83	£22,720.00	£43,635.96	£89,891.95	£33,316.67	£70,474.27
I do not wish to disclose my religion/belief	£45,722.64	£24,163.38	£32,272.81	£44,306.30	£23,834.06	£45,271.79	£85,145.56	£38,130.14	£39,490.85
Islam	£47,082.89	£23,515.53	£45,509.88	£32,384.94	£22,720.00	£40,287.00	£69,128.10	£35,673.11	£61,859.81
Jainism	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£76,028.00	£0.00	£76,028.00
Judaism	£0.00	£0.00	£51,051.22	£58,210.00	£0.00	£0.00	£0.00	£38,465.12	£49,822.21
Sikhism	£0.00	£0.00	£50,807.00	£0.00	£0.00	£0.00	£94,863.50	£54,215.57	£70,263.79
Other	£41,191.00	£24,262.36	£31,221.11	£42,383.97	£23,441.60	£42,596.95	£102,163.38	£38,532.79	£32,719.20
Not Recorded on ESR	£45,338.30	£25,029.98	£34,408.82	£48,215.77	£23,639.75	£47,569.17	£105,275.97	£40,830.36	£40,024.84
Total	£47,292.14	£24,237.99	£33,251.18	£43,576.64	£23,934.68	£44,522.26	£85,626.17	£39,422.10	£37,280.85

The previous table (average salary) shows analysis of pay using mean annual salary as the basis and the figures shown are those for March 2024.

7.3 Contract Type and Working Pattern

Contract Type						
	Permanent	Fixed Term Temp	Locum	Non-Exec Director/Chair	Bank	Total
Atheism	1,802	113	3	0	279	2,197
Buddhism	54	19	1	0	0	74
Christianity	4,977	235	4	0	447	5,663
Hinduism	81	15	2	0	7	105
I do not wish to disclose my religion/belief	1,990	168	113	9	226	2,506
Islam	111	45	5	0	2	163
Jainism	1	0	0	0	0	1
Judaism	3	2	0	0	2	7
Other	1,182	59	2	0	114	1,357
Sikhism	4	1	0	0	1	6
Not Recorded on ESR	1,134	18	13	1	45	1,211
Total	11,339	675	143	10	1,123	13,290

Working Pattern			
	Full Time	Part Time	Total
Atheism	1,224	973	2,197
Buddhism	51	23	74
Christianity	2,986	2,677	5,663
Hinduism	80	25	105
I do not wish to disclose my religion/belief	1,152	1,354	2,506
Islam	139	24	163
Jainism	1	0	1
Judaism	2	5	7
Other	704	653	1,357
Sikhism	4	2	6
Not Recorded on ESR	602	609	1,211
Total	6,945	6,345	13,290

7.4 Recruitment

	Total Number of Applications Received	%	Total Number of Applicants Shortlisted	%	Total Number of Applicants Offered	%
Atheism	3,647	8.3%	1,796	22.1%	736	24.4%
Buddhism	923	2.1%	98	1.2%	33	1.1%
Christianity	21,145	47.8%	3,450	42.5%	1,239	41.1%
Hinduism	4,934	11.2%	241	3.0%	60	2.0%
Islam	8,134	18.4%	503	6.2%	155	5.2%
Jainism	54	0.1%	0	0.0%	0	0.0%
Judaism	25	0.1%	5	0.1%	0	0.0%
Sikhism	91	0.2%	5	0.1%	0	0.0%
Other	2,189	5.0%	903	11.1%	340	11.3%
Undisclosed	3,069	6.9%	1,111	13.7%	449	14.9%
Total	44,211	100%	8,112	100%	3,012	100%

Note: The figure shown as 8.112 (rather than the overall total of 8,114) of the Applications Shortlisted and the figure shown as 3,012 (rather than the overall total of 3,018) of the Total Applicants Offered was due to protecting confidentiality and any reported number with a value less than 5 has been rounded down to zero.

7.5 Leavers

	Headcount	%
Atheism	172	16.93%
Buddhism	8	0.79%
Christianity	377	37.11%
Hinduism	9	0.89%
Islam	39	3.84%
Other	96	9.45%
Judaism	1	0.10%
I Do Not Wish to Disclose my Religion/Belief	184	18.11%
Not Recorded on ESR	130	12.79%
Total	1,016	100%

7.6 Training Attendance

	Attendance / Courses Completed	%
Atheism	17,439	17.51%
Buddhism	679	0.68%
Christianity	41,544	41.70%
Hinduism	1,058	1.06%
Islam	1,921	1.93%
Judaism	80	0.08%
Sikhism	30	0.03%
I Do Not Wish to Disclose my Religion/Belief	20,257	20.34%
Other	10,006	10.04%
Not Recorded on ESR	6,602	6.63%
Total	99,616	100%

7.7 Staff Involved in Disciplinary Procedures

	Headcount	%
Atheism	12	12.37%
Christianity	46	47.43%
Hinduism	1	1.03%
I Do Not Wish to Disclose my Religion/Belief	16	16.49%
Islam	1	1.03%
Judaism	1	1.03%
Other	9	9.28%
Not Recorded on ESR	11	11.34%
Total	97	100%

7.8 Staff Involved in Respect and Resolution Procedures

	Headcount	%
Atheism	6	13.33%
Christianity	18	40.00%
Islam	1	2.22%
I Do Not Wish to Disclose my Religion/Belief	11	24.22%
Other	4	8.89%
Not Recorded on ESR	5	11.11%
Total	45	100%

Sexual Orientation

Our Workforce

8.1 Headcount

	Headcount	%
Bisexual	129	0.97%
Gay or Lesbian	193	1.45%
Heterosexual or Straight	10,272	77.29%
Not Stated – Person Asked but Declined to Provide a Response	1,454	10.94%
Not Recorded on ESR	24	0.18%
Other Sexual Orientation Not Listed	11	0.08%
Undecided	1,206	9.07%
Total	13,290	100%

	Bisexual	Gay or Lesbian	Heterosexual or Straight	Not stated (Person asked but declined to provide a Response)	Other sexual orientation not listed	Undecided	Not Recorded on ESR	Total
Add Prof Scientific and Technic	8	5	354	25	1	0	37	430
Additional Clinical Services	38	48	2,707	197	6	5	235	3,236
Administrative and Clerical	26	39	1,993	185	6	1	243	2,493
Allied Health Professionals	8	19	640	91	2	1	77	838
Estates and Ancillary	11	16	876	125	2	0	209	1,239
Healthcare Scientists	2	3	148	26	0	0	39	218
Medical and Dental	5	3	440	359	2	0	113	922
Nursing and Midwifery Registered	31	60	3,115	446	5	4	253	3,914
Total	129	193	10,273	1,454	24	11	1,206	13,290

8.2 Pay by Staff Group and Band

	Bisexual	Gay or Lesbian	Heterosexual or straight	Not Stated (Person Asked but Declined to Provide a Response)	Not Recorded on ESR	Other Sexual Orientation not Listed	Undecided	Total
Band 1	0	0	2	1	6	0	0	9
Band 2	47	47	2,618	241	303	7	5	3,268
Band 3	11	17	1,208	102	140	4	0	1,482
Band 4	11	18	841	72	163	2	0	1,107
Band 5	22	37	1,799	314	174	3	3	2,352
Band 6	16	40	1,685	180	149	1	2	2,073
Band 7	9	15	1,040	108	101	4	0	1,277
Band 8a	6	11	391	25	27	1	1	462
Band 8b	2	1	121	9	11	0	0	144
Band 8c	0	1	63	11	10	0	0	85
Band 8d	0	1	23	2	2	0	0	28
Band 9	0	1	14	3	1	0	0	19
Consultant	1	2	161	101	60	0	0	325
Speciality Doctors	3	0	105	65	12	1	0	186
Other Doctors in Training	1	1	101	98	7	0	0	208
Hospital Practitioner & Clinical Assistants	0	0	0	0	1	0	0	1
Other Medical and Dental Staff	0	0	23	8	18	0	0	49
Other	0	1	78	114	21	1	0	215
Total	129	193	10,273	1,454	1,206	24	11	13,290

Average Salary

	Bisexual	Gay or Lesbian	Heterosexual or Straight	Not Stated (Person Asked but declined to Provide a Response)	Other Sexual Orientation	Undecided	Not Recorded on ESR	Total
Prof Scientific & Technical	£46,689.09	£45,791.60	£47,564.64	£46,250.78	£44,398.00	£0.00	£45,338.30	£47,292.14
Additional Clinical Services	£24,499.00	£24,286.53	£24,103.84	£25,058.70	£23,371.43	£22,720.00	£25,025.89	£24,237.99
Admin & Clerical	£26,651.63	£33,572.83	£33,231.31	£33,264.96	£27,139.25	£31,099.00	£34,246.08	£33,251.18
Allied Health Professionals	£36,837.24	£46,944.33	£42,952.39	£44,136.45	£39,858.11	£0.00	£48,431.28	£43,576.64
Estates and Ancillary	£22,720.00	£23,014.44	£24,111.35	£23,791.92	£22,720.00	£0.00	£23,512.57	£23,934.68
Healthcare Scientists	£43,257.00	£45,796.33	£43,298.43	£47,004.83	£0.00	£0.00	£48,155.77	£44,522.26
Medical & Dental	£80,480.00	£90,062.00	£81,636.41	£84,623.33	£52,542.00	£0.00	£105,242.22	£85,626.17
Nursing & Midwifery Registered	£37,496.88	£40,051.58	£39,793.63	£35,785.37	£41,645.33	£44,632.70	£40,503.90	£39,422.10
Total	£34,216.44	£35,561.58	£36,209.33	£44,043.40	£32,410.51	£34,076.85	£40,215.97	£37,280.85

The previous table (average salary) shows analysis of pay using mean annual salary as the basis and the figures shown are those for March 2024.

8.3 Contract Type and Working Pattern

Contract Type						
	Permanent	Fixed Term Temp	Locum	Non-Exec Director/Chair	Bank	Total
Bisexual	98	11	0	0	20	129
Gay or Lesbian	169	9	0	0	15	193
Heterosexual or Straight	8,835	509	24	0	905	10,273
Not Stated (Person Asked but Declined to Provide a Response)	1,076	125	106	9	138	1,454
Not Recorded on ESR	1,134	19	12	1	40	1,206
Other	19	2	1	0	2	24
Undecided	8	0	0	0	3	11
Total	11,339	675	143	10	1,123	13,290

Working Pattern			
	Full Time	Part Time	Total
Bisexual	72	57	129
Gay or Lesbian	128	65	193
Heterosexual or Straight	5,504	4,769	10,273
Not Stated (Person Asked but Declined to Provide a Respond)	622	832	1,454
Not Recorded on ESR	606	600	1,206
Other Sexual Orientation no Listed	7	17	24
Undecided	6	5	11
Total	6,945	6,345	13,290

8.4 Recruitment

	Total Number of Applications Received	%	Total Number of Applicants Shortlisted	%	Total Number of Applicants Offered	%
Bisexual	666	1.5%	177	2.2%	63	2.1%
Gay or Lesbian	520	1.2%	184	2.3%	71	2.4%
Heterosexual or Straight	41,365	93.6%	7,343	90.5%	2,716	90.1%
Other	85	0.2%	12	0.2%	0	0.0%
Undecided	88	0.2%	27	0.3%	5	0.2%
Undisclosed	1,487	3.4%	371	4.6%	159	5.3%
Total	44,211	100%	8,114	100%	3,014	100%

Note: The figure shown on the table above as 3,014 (rather than the overall total of 3,018) of the Total Number of Applicants Offered was due to protecting

confidentiality and any reported number with a value less than 5 has been rounded down to zero.

8.5 Leavers

	Headcount	%
Bisexual	16	1.57%
Gay or Lesbian	21	2.07%
Heterosexual or Straight	733	72.15%
Not Stated – (Person Asked but Declined to Provide a Response)	106	10.43%
Not Recorded on ESR	129	12.70%
Undecided	3	0.30%
Other Sexual Orientation Not Listed	8	0.79%
Total	1,016	100%

8.6 Training Attendance

	Attendance / Courses Completed	%
Bisexual	1,303	1.31%
Gay or Lesbian	1,761	1.77%
Heterosexual or Straight	77,344	77.64%
Not Stated – (Person Asked but Declined to Provide a Response)	12,418	12.47%
Not Recorded on ESR	6,488	6.51%
Other Sexual Orientation Not Listed	177	0.18%
Undecided	125	0.13%
Total	99,616	100%

8.7 Staff Involved in Disciplinary Procedures

	Headcount	%
Gay or Lesbian	2	2.06%
Heterosexual or Straight	74	76.29%
Not Stated Person Asked but Declined to provide a Response	9	9.28%
Other Sexual Orientation not Listed	1	1.03%
Not Recorded on ESR	11	11.34%
Total	97	100%

8.8 Staff Involved in Respect and Resolution Procedures

	Headcount	%
Bisexual	1	2.22%
Heterosexual or Straight	28	62.22%
Not Stated – Person Asked but Declined to provide a Response	10	22.22%
Not Recorded on ESR	6	13.33%
Total	45	100%

Welsh Language

Our Workforce

9.1 Headcount by Staff Group

	0 – No Skills	1 – Entry	2 – Foundation	3 – Intermediate	4 – Higher	5 – Proficiency	Not Recorded on ESR	Total
Add Prof Scientific and Technic	135	96	40	25	43	82	3	424
Additional Clinical Services	1,017	608	248	235	236	281	11	2,636
Admin & Clerical	825	713	270	224	197	233	14	2,476
Allied Health Professional	318	182	78	53	66	111	4	812
Estates and Ancillary	476	215	75	60	77	123	43	1,069
Healthcare Scientists	72	44	20	14	30	35	0	215
Medical & Dental	463	97	22	10	6	24	109	731
Nursing & Midwifery Registered	1,467	775	331	255	283	455	106	3,672
Total	4,773	2,730	1,084	876	938	1,344	290	12,035
%	39.7%	22.7%	9.0%	7.3%	7.8%	11.2%	2.4%	100%

9.2 Leavers - Welsh Language Skills 2022/23

	Primary Headcount	%
Not Recorded / NA	53	5.3%
0 – No Skills / Dim Sgiliau	403	40.3%
1 – Entry / Mynediad	240	24.0%
2 – Foundation / Sylfaen	82	8.2%
3 – Intermediate / Canolradd	66	6.6%
4 – Higher / Uwch	69	6.9%
5 – Proficiency / Hyfedredd	86	8.6%
Total	999	100%

9.3 Hires - Welsh Language Skills 2022/23

	Primary Headcount	%
Not Recorded / NA	148	10.5%
0 – No Skills / Dim Sgiliau	652	46.5%
1 – Entry / Mynediad	246	17.5%
2 – Foundation / Sylfaen	98	7.0%
3 – Intermediate / Canolradd	65	4.6%
4 – Higher / Uwch	92	6.6%
5 – Proficiency / Hyfedredd	101	7.2%
Total	1,403	100%

Exploring our workforce equality and pay gap data:

Action Plan 2024/25

Introduction

Hywel Dda University Health Board is committed to providing outstanding patient care and we do this by ensuring we have a diverse, talented and high performing workforce.

Our work to progress the equality agenda is inter-linked with several pieces of legislation, policy drivers and the findings of key reports including:

- The Welsh Language (Wales) Measure 2011 – National Assembly for Wales
- Well-being of Future Generation (Wales) Act 2015
- The Welsh Language Standards (No.8) Regulations 2022 – Welsh Government
- More than just words – Welsh Government
- The Socio-economic Duty – Welsh Government
- The Armed Forces Covenant Duty – UK Government
- Anti-racist Wales Action Plan – Welsh Government
- LGBTQ+ Action Plan – Welsh Government
- Is Wales Fairer? (2023) – Equality and Human Rights Commission

Each year, the Health Board publishes an annual workforce equality report and pay gap reports and undertake analysis including comparisons with previous year's data and any available Census data.

However, many people will have more than one protected characteristic and certain aspects of who we are, for example, our race, gender, faith and socio-economic status can increase our positive experiences or contribute to negative experiences, made worse by the combined effects of multiple discrimination, barriers and challenges.

When preparing our 2023/24 workforce equality report we sought to use an intersectional approach to understand the experiences of our staff and most importantly, to identify action that could be taken to remove disadvantage, and ensure that what we do as an employer doesn't create barriers.

Intersectional data analysis

While the detailed workforce equality data is presented by protected characteristic, we have carried out an analysis of the data using an intersectional approach to consider whether staff who have more than one protected characteristic experience greater disadvantage. Some of the key findings include:

The data shows that the percentage of female staff is higher, overall, across the workforce (Figure one) and remains the same for senior pay bands 8a and 8b (Figure two). However, the percentage of female staff starts to decrease for pay bands 8c and 8d, with pay band 9 showing a significantly higher percentage of males (63%) compared to females (37%).

The reasons for the absence of female representation at senior levels needs to be explored to better understand the roles and whether there are traditionally held gender biases, and any other contributory factors as opportunities to progress to senior levels should be available to all.

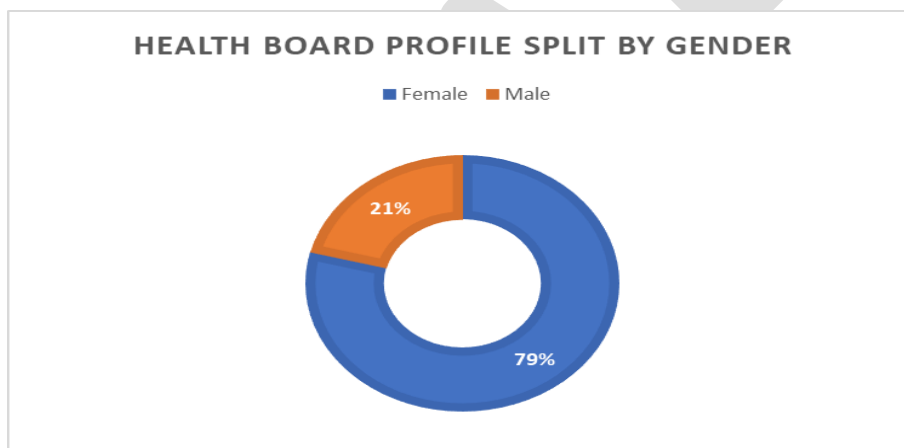


Figure one

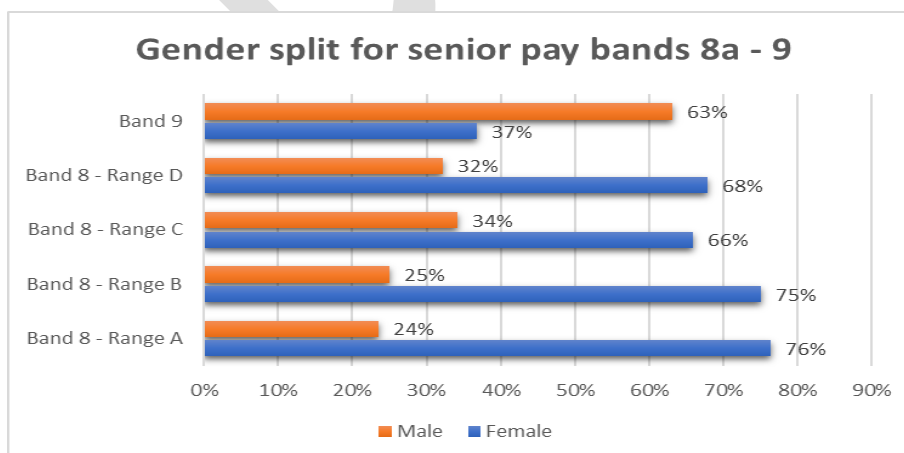


Figure two

An analysis of the workforce data by ethnicity and gender (Figure three) showed that, for Black, Asian and Minority Ethnic staff, the percentages by gender remained mostly equal, with the exception of band 5, where the percentage of females (8%) is higher than males (2%), and is similar to the gender split overall for the Health Board. However, there are no Black, Asian and Minority Ethnic staff (male or female) at pay bands 8b, 8d and 9.

It is essential that further analysis is carried out, to investigate the reasons for a lack of representation at senior levels from Black, Asian and Minority Ethnic staff, and this analysis can be incorporated into the work to progress the Health Board’s local action plans for the Welsh Government Anti-racist Wales Action Plan and Workforce Race Equality Standard.

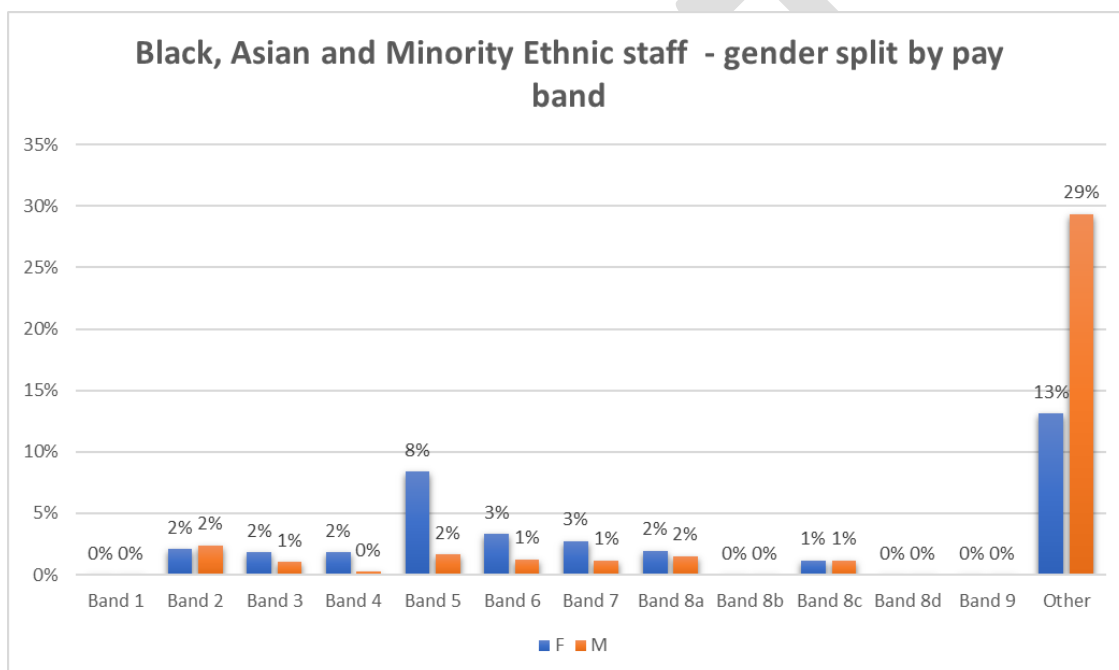


Figure three

Next steps

In the following section we have set out a plan of the actions we intend to take during 2024-2025, to demonstrate how we can further understand the workforce equality information that we have and when the data tells us that inequality may exist, what we are going to do to investigate further and take action to remove disadvantage.

The intersectional analysis in this report, and our action plan which considers a range of broader actions to support our work as an employer of choice, are the first step in our continued journey as a Health Board and our commitment to putting people at the heart of everything we do, by creating an accessible and inclusive workplace for our staff.

Action Plan 2024-25

What will we do?	By when?	Lead Directorate / Department	Inter-linked with other policy drivers / legislation	What will success look like?
Monitoring and reporting of any cases of bullying, harassment or discrimination involving staff will include the accurate capture of protected characteristics.	Q4	Workforce and Organisational Development (Workforce team)	Workforce, Organisational Development and Education 10-year strategy Anti-racist Wales Action Plan Workforce Race Equality Standard	Any inequalities, unfair practice and bullying and harassment are identified and addressed promptly.
The Health Board will commit to the Aspiring Board Members Programme, ensuring education, mentoring and support to participants, particularly people from a Black, Asian and minority ethnic background.	Q4	Workforce and Organisational Development (Board members and Organisational Development team)	Anti-racist Wales Action Plan	Increase the number of people who are able to evidence more effectively their ability to undertake the role of a non-executive member and increase the diversity on Boards.
Take steps to gain a deeper understanding of our organisation's culture.	Q4	Workforce and Organisational Development (Organisational Development team)	Discovery report: staff retention – our people's perspective	As part of the next stage of the Health Board's cultural progression, we will gain a deeper understanding of our culture and, in particular, behavioural norms and issues that have been perceived as acceptable in the past.

What will we do?	By when?	Lead Directorate / Department	Inter-linked with other policy drivers / legislation	What will success look like?
Create a culture of psychological safety, where people can speak up to influence change.	Q4	Workforce and Organisational Development (Organisational Development team)	Discovery report: staff retention – our people’s perspective	A commitment to organisational learning and being able to adapt will see learning reflected in our organisation’s values and our approach to equality, diversity and inclusion, enabling a sense of belonging for all of our staff.
Develop a refreshed apprenticeship model to extend the range of apprenticeship roles and offer diversity within career pathways.	Q4	Workforce and Organisational Development (Future Workforce team)	Workforce, Organisational Development and Education 10-year strategy	Increased participation, in particular within under-represented groups with multiple entry points for healthcare apprentices by December 2024. 10% increase in non-clinical apprenticeships.
Continue to run Pathway 4 projects which are targeted work experience opportunities across the Health Board for people with additional learning needs.	Ongoing	Workforce and Organisational Development (Future Workforce team)	Workforce, Organisational Development and Education 10-year strategy	The programme supports the development of employability skills for people with additional learning needs through work experience within the Health Board.

What will we do?	By when?	Lead Directorate / Department	Inter-linked with other policy drivers / legislation	What will success look like?
Encourage those who need reasonable adjustments to come forward during recruitment drives for apprentices and ensure that reasonable adjustments are made for those in apprenticeship roles.	Ongoing	Workforce and Organisational Development (Future Workforce team)	Workforce, Organisational Development and Education 10-year strategy	Applicants and new recruits will have a positive experience of recruitment carried out by the Health Board and reasonable adjustments will be made, where required. This will help individuals to perform at their best during recruitment and in their roles, contributing to staff retention.
Achieve the “Autism Understanding Organisation” certification as well as promote two additional e-learning modules for staff to complete - Understanding Effective Communication and Autism and Understanding Assessment and Autism.	Q4	Workforce and Organisational Development (Learning and Development)	Workforce, Organisational Development and Education 10-year strategy	Staff have increased knowledge, skills and confidence to provide support to their colleagues, staff, patients and families.
Promote apprenticeship, volunteering and work experience opportunities to our marginalised communities.	Q4	Workforce and Organisational Development (Future Workforce team)		Attracting applications for the apprenticeship programme, volunteering and work experience from marginalised communities who may not have considered working or

What will we do?	By when?	Lead Directorate / Department	Inter-linked with other policy drivers / legislation	What will success look like?
				volunteering for the Health Board previously.
Nursing and Medical Retention Task and Finish Groups will identify opportunities that enable staff to share unique cultural experiences in order to identify, deliver and realise opportunities to work differently across the Health Board.	Q4	Workforce and Organisational Development (Workforce team)	Workforce, Organisational Development and Education 10-year strategy Discovery report: staff retention – our people’s perspective	The aim will be to achieve a reduction in staff turnover of: <ul style="list-style-type: none"> • Medical: 1% in 2024/25 • Nursing: 0.5% in 2024/25
Establish a retention task and finish group for Allied Health Professionals (AHP). The AHP retention group will need to develop a set of recommendations to take forward the agenda for retaining AHP staff;	Q1 Q3		Discovery report: staff retention – our people’s perspective	Staff retention will help to ensure: <ul style="list-style-type: none"> • Less time spent managing vacancies; • The Health Board will retain valuable skills. • The productivity and focus of the team are not impacted by loss of staff. • The potential to reduce the negative impact on the morale of our staff;

What will we do?	By when?	Lead Directorate / Department	Inter-linked with other policy drivers / legislation	What will success look like?
				<ul style="list-style-type: none"> There is a positive impact on the quality of patient care.
Have an attraction and recruitment strategy that promotes Hywel Dda UHB as an inclusive employer of choice.	Q1	Workforce and Organisational Development (Recruitment)	Workforce, Organisational Development and Education 10-year strategy Health Board Planning objective	Reduce reliance on high-cost agency staff through substantive recruitment (supply-side) supporting the Workforce Plan.
Recruit an additional 99 internationally educated nurses (IEN's).	Q3	Workforce and Organisational Development (Recruitment)	Workforce, Organisational Development and Education 10-year strategy	Reduce reliance on high-cost agency staff through substantive recruitment and contribute to the cultural diversity of our workforce.
We ensure that all of our recruitment practices for talent management/leadership development programmes are inclusive and record EDI data of participants for monitoring purposes (with permission). This helps us to understand the demographics of our applicants for these	Q4	Workforce and Organisational Development	Workforce, Organisational Development and Education 10-year strategy	Greater awareness of the protected characteristics of staff participating in talent management and leadership development programmes to inform targeted action to encourage participation from under-represented groups.

What will we do?	By when?	Lead Directorate / Department	Inter-linked with other policy drivers / legislation	What will success look like?
programmes and helps us to consider how best to reach any under-represented groups.				
Improve the career progression opportunities for ethnic minority nurses in Hywel Dda.	Q4	Workforce and Organisational Development Nursing Directorate	Welsh Government's Anti-racist Wales Action Plan	Improve our understanding of the reasons for the current situation and take mitigating action if / as required to encourage the career progression of ethnic minority nurses.
Flexible Working Task and Finish Group will be fully established to oversee a project to deliver an improvement in flexible working opportunities across the Health Board, including driving through up to date rostering best practice	Q4	Workforce and Organisational Development	Welsh Health Circular (2024) 017	Flexible working becomes the default across the workforce unless there are clear reasons to decline, and encourage the early filling of rota gaps in an open and transparent way so people can better plan their working hours to suit their circumstances
Flexible Retirement Task and Finish Group will be fully established to oversee a project to deliver an improvement in flexible	Q4	Workforce and Organisational Development	Welsh Health Circular (2024) 017	Reissue and reaffirm retire and return principles and make these mandatory minimum standards

What will we do?	By when?	Lead Directorate / Department	Inter-linked with other policy drivers / legislation	What will success look like?
retirement opportunities across the Health Board.				
Increase self-reporting of disability, ethnicity, religious belief and sexual orientation on the Electronic Staff Record.	Q4	Workforce and Organisational Development		Reporting rates will increase, and we will have a better understanding of the demographics of our staff, to help remove disadvantages and create opportunities for all.

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