

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 May 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Equality, Diversity and Inclusion (EDI) Taskforce
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Executive Director of Workforce and Organisational Development / Deputy Chief Executive Anna Lewis, Independent Member
SWYDDOG ADRODD: REPORTING OFFICER:	Anna Bird, Assistant Director of Business, Partnerships 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

This paper provides an update on the progress of establishing an Equality, Diversity and Inclusion (EDI) Task Force which was agreed following discussion at the Board Seminar session in December 2024.

In addition to the brief update, the People, Planning and Organisational Development Committee (PODCC) is asked to approve the Terms of Reference for the EDI Task Force.

Cefndir / Background

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

A Board Seminar (development session) took place in December 2024. During the session a 'call to action' was issued to Board members and the importance of recognising the systemic nature of inequalities and intersectionality were highlighted, with an emphasis on the Health Boards performance in this area. Themes captured in the SEP Annual Report were explored and data on gender, discrimination, race and disability was presented to the Board members to paint a picture of the issues occurring across the Health Board. This data was further supported by comments and reflections from individuals with lived experience through the presentation of case studies. The case studies used were powerful and generated some difficult conversations but raised the status of the critical issues that need to be addressed for the organisation to grow.

A direct outcome of the Board Seminar was an agreement to create an Equality, Diversity and Inclusion Task Force to progress this work, led by Anna Lewis, Independent Member, which will report to PODCC.

Asesiad / Assessment

During January and February 2025 discussions took place with the Independent Member who will be overseeing this work on behalf of the Board, to plan the initial meeting of the EDI Task Force. It was agreed that the Task Force will take a Theory of Change approach, with the support of the Health Board's Quality Improvement Team. As a direct result of these initial discussions the Enabling Quality Improvement in Practice (EQliP) programme has been strengthened and in future will include the delivery of an EDI session for each EQliP cohort to increase the knowledge about how to incorporate equality considerations into improvement projects and the importance of assessing impacts of changes using an equality impact assessment. In addition, training will be delivered to EQliP coaches to strengthen their skills, knowledge and understanding given the important role they play in supporting project teams.

The Task Force aims to accelerate our work to eliminate discrimination and foster an inclusive and equitable environment within our organisation, ensuring that every voice is heard and respected, and we all have a sense of belonging. Correspondence was sent to Executive Directors inviting them to nominate individuals to join the Task Force, clarifying that it has been established to:

- Ensure that all individuals, regardless of their background or identity, have equal access to education and training, recruitment, promotion and support in the workplace.
- Ensure policies and practices to prevent discrimination, harassment and bullying in the workplace are in place and all policies are viewed through the EDI lens as part of development and review.
- Encourage a diverse workforce that reflects the community it serves and valuing the unique contributions of individuals from different backgrounds.
- Create a work environment where everyone feels valued, respected, has a sense of belonging.

Task Force participants will have the opportunity to:

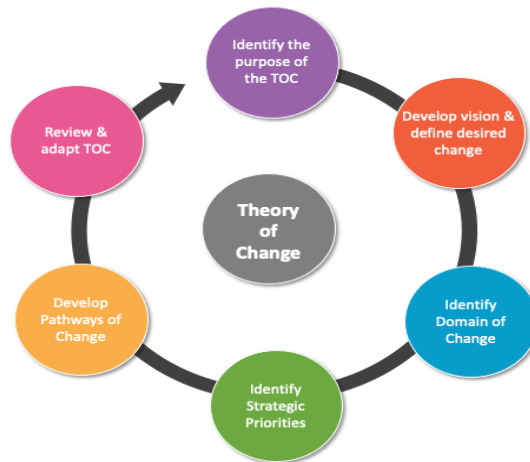
- Build this work collaboratively with ambition and purpose
- Develop and implement strategies to promote equality and diversity
- Participate in meaningful discussions and decision-making processes
- Contribute to creating a more inclusive workplace culture
- Take learning back into their own services

Based on the above, Terms of Reference were developed and PODCC are asked to formally approve these for adoption (Appendix 1).

The first meeting of the Task Force took place on 10 April 2025 and was attended by two Independent Members, three Executive Directors, one staff side representative and nine senior leaders from across the organisation. The session was facilitated by members of the Quality Improvement Team. The initial focus of the session was a presentation led by the Business, Partnerships and Inclusion Team to share the data and information considered at the Board Seminar session with the participants, to illustrate why action needed to be taken to remove discrimination and inequity, and why their input to the Task Force is critical.

The Quality Improvement Team led discussions using a Theory of Change methodology, which is illustrated in the infographic below.

THEORY OF CHANGE



The discussions led to the development of a fishbone diagram, and a report summarising the outputs of the first meeting is being prepared. There was agreement that greater representation is needed on the Task Force, and further engagement from staff across the organisation in order to be able to implement meaningful change. It was agreed that the actions and priorities identified by the Task Force to eliminate discrimination and foster an inclusive and equitable environment, need to be co-produced with staff so methods such as the 'Big Conversation' will be used to engage with staff and empower them to lead and participate in this work.

Another vehicle to achieve wider engagement will be through the Clinical Care Groups, recognising their important role representing operational services. In order to increase their understanding of the diversity and inclusion challenges, it was agreed that the Workforce Culture Team will provide a specific report to each Directorate/Clinical Care Group summarising the results of the 2024 NHS Wales staff survey. Each Directorate/Clinical Care Group will be asked to identify and prioritise 3 key actions that will respond to the survey results and nominate a representative to join the Task Force.

A second workshop session of the Task Force is planned to take place before the end of June 2025. It is anticipated that further discussions during this session and use of the Theory of Change approach will help to identify actions which could be taken forward by a project group, and a place has been held on the next EQliP cohort to support the achievement of this ambition.

Argymhelliad / Recommendation

The Committee are asked to:

1. **NOTE** the update provided in this report on the progress of the EDI Taskforce.
2. **APPROVE** the EDI Taskforce Terms of Reference.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference:
Cyfeirnod Cylch Gorchwyl y Pwyllgor:

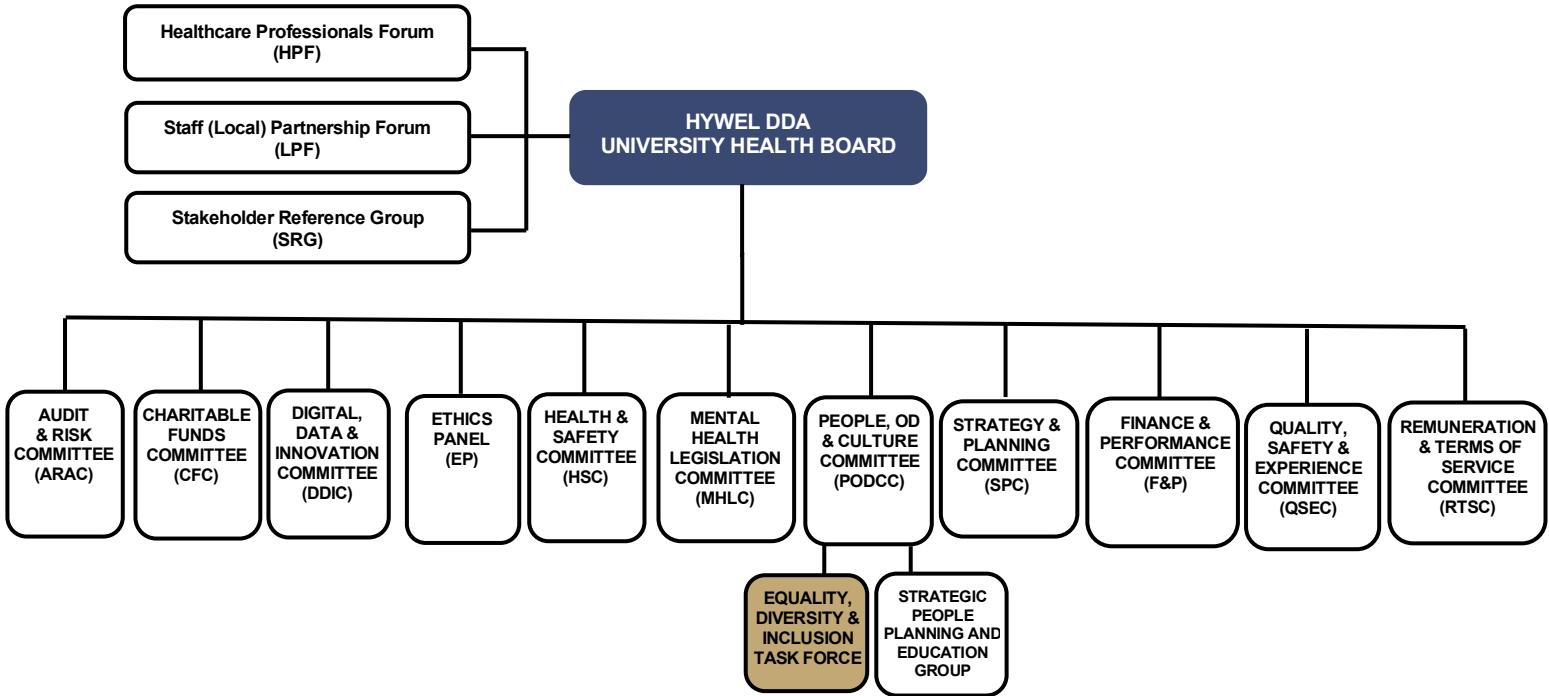
2.1 To provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda, learning from work undertaken nationally and internationally, ensuring

	Hywel Dda University Health Board (the Health Board) is recognised as a leader in this field.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	<ul style="list-style-type: none"> • Equality Act 2010 • Public Sector Equality Duties (Wales) 2011 • Is Wales Fairer (2023) – Equality and Human Rights Commission
Rhestr Termiau: Glossary of Terms:	Included within the document
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	N/A

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	A Financial Impact Assessment has not been undertaken as this an update report.

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



TERMS OF REFERENCE

EQUALITY, DIVERSITY & INCLUSION TASK FORCE

Version	Issued to:	Date	Comments
V.1	People, OD & Culture Committee	27/05/2025	For Approval

1. Constitution

- 1.1 The Equality, Diversity & Inclusion Task Force (the Group) has been established as a group of People, OD & Culture Committee and constituted from March 2025.

2. Purpose

- 2.1 The purpose of the Group is to accelerate our work to eliminate discrimination and foster an inclusive and equitable environment within our organisation, ensuring that every voice is heard and respected, and we all have a sense of belonging.
- 2.2 The Group will:
 - 2.2.1 Promote equality of opportunity
 - 2.2.2 Eliminate discrimination
 - 2.2.3 Foster an inclusive culture
 - 2.2.4 Support our diverse workforce and ensure it is representative of our population
 - 2.2.5 Oversee the University Health Boards compliance with equality and human rights legislation

By focusing on these areas, the EDI Task Force aims to improve the overall quality of care and create a supportive and fair workplace for all employees and patients.

3. Responsibilities

- 3.1 The Group will:
 - 3.1.1 Ensure that all individuals, regardless of their background or identity, have equal access to education and training, recruitment, promotion and support in the workplace.
 - 3.1.2 Ensure policies and practices to prevent discrimination, harassment and bullying in the workplace are in place and all policies are viewed through the EDI lens as part of development and review.
 - 3.1.3 Encourage a diverse workforce that reflects the community it serves and valuing the unique contributions of individuals from different backgrounds.
 - 3.1.4 Create a work environment where everyone feels valued, respected, has a sense of belonging and empowered to achieve their full potential.
 - 3.1.5 Ensure adherence to equality legislation, such as the Equality Act 2010, which protects individuals from discrimination based on the nine characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion & belief, sex and sexual orientation.

4. Membership

4.1 The membership of the Group shall comprise:

	Directorate
Independent Member (Chair)	Board
Executive Director of Workforce & OD (Vice Chair)	Workforce and OD
Communications and Engagement Director	Communications and Engagement
Executive Director of Nursing, Quality and Patient Experience	Nursing, Quality and Patient Experience
Assistant Director of Business, Partnerships & Inclusion	Workforce and OD
Head of Partnerships, Diversity & Inclusion	Workforce and OD
Assistant Director of People Management	Workforce and OD
Assistant Director of People Development	Workforce and OD
Head of Recruitment and Workforce Equality, Diversity and Inclusion	Workforce and OD
Senior Workforce Manager, Systems & Workforce Intelligence	Workforce and OD
Assistant Director of Corporate Legal Services and Public Affairs	Corporate Services
Chair of Staff Partnership Forum	Trade Unions
Deputy Director of Allied Health Professions	Allied Health Professions and Health Science
Principal Public Health Officer	Public Health
Assistant Director of Nursing	Nursing, Quality and Patient Experience
Representatives t.b.c	Clinical Care Group(s)

4.2 The membership of the Group will be reviewed on an annual basis.

5. Quorum and Attendance

- 5.1 A quorum shall consist of no less than a third of the total membership and must include as a minimum the Chair or Vice Chair of the Group.
- 5.2 Any senior manager of the Health Board may be invited to attend by the Group where it is felt appropriate to do so.
- 5.3 The Group may also co-opt additional independent external 'experts' from outside the organisation to provide specialist skills, including specialist legal advice.
- 5.4 Should any Member be unavailable to attend, they may nominate a deputy to attend in their place.
- 5.5 The Group may ask any or all of those who normally attend but who are not Members to withdraw to facilitate open and frank discussion of particularly contentious issues.

6. Agenda and Papers

- 6.1 The agenda will be based around the Group work plan, identified risks, matters arising from previous meetings, issues emerging throughout the year and requests from Group members.
- 6.2 The agenda and papers for meetings will be distributed 7 days in advance of the meeting.
- 6.3 The draft minutes and/or table of actions will be circulated to members within 7 days to check the accuracy.
- 6.4 Members must forward amendments to the Group Secretary within the next seven days. The Secretariat will then forward the final version to the Chair for approval.

7. Frequency of Meetings

- 7.1 The Group will meet six weekly and shall agree a schedule of meetings in advance. Additional meetings will be arranged as determined by the Chair of the Group.
- 7.2 The Chair of the Group, in discussion with the Group Secretary shall determine the time and the place of meetings of the Group and procedures of such meetings.

8. Accountability, Responsibility and Authority

- 8.1 The Group is directly accountable to People, Organisational Development & Culture Committee (PODCC) for its performance in exercising the functions set out in these terms of reference.
- 8.2 The Group shall embed the University Health Board's vision, corporate standards, priorities and requirements, e.g. equality and human rights, through the conduct of its business.
- 8.3 The requirements for the conduct of business as set out in the University Health Board's Standing Orders are equally applicable to the operation of the Group.

9. Reporting

- 9.1 The Group, may, subject to the approval of the Executive Team, establish Sub-Groups to carry out on its behalf specific aspects of the Group's business. The Group will receive a summary following each sub-group meeting providing an update on business undertaken on its behalf.
- 9.2 The Group's Chair will:
 - 9.2.1 Report to the PODCC on the Group's activities.
 - 9.2.2 Bring to the PODCC specific attention any significant matter under consideration by the Group.
 - 9.2.3 Ensure appropriate escalation arrangements are in place to alert the PODCC of any urgent/critical matters.

10. Secretarial Support

10.1 Secretarial support to the Group will be provided by the Workforce Business Support Team.

11. Review Date

11.1 These terms of reference and operating arrangements shall be reviewed on at least an annual basis by the Group.