



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	29 October 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Update on progress against the Anti-racist Wales Action Plan
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development
SWYDDOG ADRODD: REPORTING OFFICER:	Helen Sullivan, Head of Partnerships, Diversity and Inclusion

Pwrpas yr Adroddiad (dewiswch fell yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

As part of its vision to be an anti-racist nation by 2030, Welsh Government launched its Anti-racist Wales Action Plan in June 2022.

One of the actions required the Health Board to develop a local action plan for both employment and service delivery as part of the wider approach to equality, inclusion and diversity. This report is to provide an update on the Health Board's progress to implement actions highlighted in the Anti-racist Wales Action Plan, as well as the local action plan for the period April 2024 – September 2024.

Cefndir / Background

In early 2020, the Welsh Government started work on an action plan for race equality, following calls by the Wales Race Forum and other grassroots organisations. Almost immediately, this work was halted by the COVID-19 Pandemic. The disproportionate impact of the pandemic on Black, Asian and Minority Ethnic people further highlighted the systemic racism and inequalities faced by minority ethnic people both in Wales and elsewhere.

During the summer of 2020, work on a new Race Equality Action Plan resumed with a consultation between March 2021 – June 2021.

Following the consultation, a review of evidence and as a result of the work of the Welsh Government Black, Asian and Minority Ethnic Covid-19 Advisory Group and the Socio-economic subgroup, the Race Equality Action Plan was launched and renamed as the Anti-racist Wales Action Plan.

Asesiad / Assessment

The Health Board's Black, Asian and Minority Ethnic Advisory group supports the Health Board's work to mainstream equality, diversity and inclusion and has ownership and oversight

of the work to meet the requirements of the Anti-racist Wales Action Plan and identify and implement a local action plan.

When it was launched, the Anti-racist Wales Action Plan initially covered the period June 2022 – June 2024, and the priority actions for the health sector were intended to act as a catalyst for the development of a local action plan, which shows how the Health Board is contributing to the vision of Wales becoming an anti-racist nation by 2030. The local action plan continues to evolve in response to emerging evidence and local issues, including the analysis of workforce equality information, and the results of the NHS Staff survey and Workforce Race Equality Standard annual reports.

The local action plan sets out the actions based on the six overarching themed areas outlined in the national Anti-racist Wales Action Plan. An update for each themed area is provided in the attached report. Highlighted below are some of the key steps which have been identified as a priority for further work:

Priority theme	Priority actions
People's experience of racism in everyday life	The Black, Asian and Minority Ethnic Advisory Group would like to see the Health Board adopt an anti-racist pledge, to demonstrate its commitment to being an anti-racist organisation that promises to remove discrimination and will not tolerate racism of any kind.
People's experience of racism when accessing services	Specialist training will be delivered by the end of March 2025 in order to increase the knowledge and understanding of our staff on the following topics: <ul style="list-style-type: none"> • Working with Minority Ethnic Children, Young People and Families • Religion and Belief • Anti-racism (which will complement the new Anti-racism e-learning module on ESR)
People's experience of being part of the workplace	The workforce equality data and pay gap reports were presented at the Health Board's September Board meeting, along with the findings of the intersectional analysis. A Board development day will be scheduled to scrutinise the data and further agree the areas of action the Board would like to see progressed and monitored during the first two years of the next SEP reporting period (2024-2026).
People's experience of gaining jobs and opportunities	<p>The Recruitment team will focus on ensuring equitable, fair and unbiased recruitment processes. A task and finish group will be established to undertake a deep dive into the recruitment data and the discrepancy in the proportion of minority ethnic applicants being offered posts.</p> <p>The EDI Team have committed to work with the Prince Philip Senior Management Team who have raised a concern about the diversity of their senior team. The work will involve colleagues from recruitment and culture and focus on working with recruiting managers, to ensure our diverse workforce are given equal opportunities to progress and develop and that recruitment practices are fair and unbiased.</p>

<p>People’s experience of when they lack visible role models in positions of power.</p>	<p>As part of the Anti-racist Wales Action Plan, Welsh Government committed to the development of an Aspiring Board members programme by December 2023. While the programme is behind schedule, the first cohort to join the programme are expected to start in May 2025. It is recognised that Boards need to be representative of their workforce and diversity of membership draws on wider lived experiences and provides a greater understanding of under-represented groups. The aim of the programme is to create a robust pipeline of diverse applicants but, as well as non-executive Director positions, the programme is intended to help individuals recognise the wider opportunities that exist within Health.</p>
<p>People’s experience of racism as a refugee or asylum seeker</p>	<p>The Health Board will continue to work through the Community Development Outreach Team to engage with and support refugee and asylum seekers to access health and care services. This will involve working closely with regional and local community cohesion teams and promoting staff awareness of the needs of refugees and asylum seekers through training and awareness raising activities.</p>

In addition to local analysis, the Health Board has recently received the first Workforce Race Equality Standard (WRES) Organisational Report 2024. This report draws data from the Electronic Staff Record, TRAC system and the NHS Staff Survey. Areas which have been flagged for further review include issues relating to recruitment and career progression, as well as the low levels of responses to the NHS Staff Survey which limits the understanding of staff perception and experience. The report also highlighted that the levels of undeclared ethnicity of Executive and Non-Executive Board members are 15.38% and 55.5% respectively which contribute to WRES Indicator 1 – percentage difference by ethnicity between the organisation’s Board executive and non-executive membership and its overall workforce.

In addition to the actions outlined in the attached report, a comprehensive communication plan is in place to encourage staff to complete the NHS staff survey. Staff can complete the survey electronically or by paper copy and drop-in sessions are being held across the Health Board, where staff can ask questions and use a hand-held device to take part in the survey.

Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is asked to:

- NOTE the Health Board’s progress to implement actions highlighted in the Anti-racist Wales Action Plan, as well as the local action plan for the period April 2024 – September 2024.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.3 To provide assurance to the Board on the organisation's ability to create and manage strong, high performance, organisational culture arrangements.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	5. Equitable 6. Person-Centred Choose an item. Choose an item.
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply Choose an item. Choose an item. Choose an item.
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable Choose an item. Choose an item. Choose an item.
Amcanion Cynllunio Planning Objectives	Not Applicable Choose an item. Choose an item. Choose an item.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	5. Offer a diverse range of employment opportunities which support people to fulfill their potential 8. Transform our communities through collaboration with people, communities and partners Choose an item.

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	<ul style="list-style-type: none"> • Anti-racist Wales Action Plan • 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:	The Health Board Black, Asian and Minority Ethnic Advisory Group

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Financial planning is one of the key considerations as the health board implements its own anti-racist action plan for employment and service delivery
Ansawdd / Gofal Claf: Quality / Patient Care:	Services and policies are more inclusive and consider the specific needs of Black Asian and Minority Ethnic People.
Gweithlu: Workforce:	Improved recruitment and retention of Black Asian and Minority Ethnic staff. More support and inclusivity of Black Asian and Minority Ethnic staff. Increase in diversity of workforce.
Risg: Risk:	Lack of staff awareness of issues faced by Black Asian and Minority Ethnic people. Lack of funding to achieve some of the actions set out by Welsh Government due to not having a dedicated budget.
Cyfreithiol: Legal:	Breaches in Equality Act 2010 where Black Asian and Minority Ethnic staff and service users may be discriminated against. Non-compliance with the Public Sector Equality Duty.
Enw Da: Reputational:	Could be at risk of reputational damage if unable to provide adequate support for Black Asian and Minority Ethnic individuals and demonstrate progress against the Anti-racist Wales action plan to achieve the vision of an anti-racist nation by 2030.
Gyfrinachedd: Privacy:	Any information or data used for the purposes of providing evidence for the local action plan, such as 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 Anti-racist Wales Action Plan outlines the actions that the health board needs to take, to contribute to equity of wellbeing and addressing racism.



Anti-racist Wales Action Plan

Local Plan

2024 - 2025



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Contents

Executive Summary	2
Introduction	3
Our population	4
Our staff	5
People's experience of racism in everyday life	6
People's experience of racism when accessing services	7
People's experience of being part of the workplace	12
People's experience of gaining jobs and opportunities	18
People's experience of when they lack visible role models in positions of power	22
People's experience of racism as a refugee or asylum seeker	23
ArWAP actions – Welsh Government Appendix One	24

Executive Summary

In early 2020, the Welsh Government started work on an action plan for race equality, following calls by the Wales Race Forum and other grassroots organisations. The disproportionate impact of the Covid-19 pandemic on Black, Asian and Minority Ethnic people further highlighted the systemic racism and inequalities faced by minority ethnic people both in Wales and elsewhere. During the summer of 2020, work on a new Race Equality Action Plan resumed and Welsh Government undertook a public consultation between March 2021 – June 2021.

Following the consultation, a review of evidence and as a result of the work of the Welsh Government Black, Asian and Minority Ethnic Covid-19 Advisory Group and the Socio-economic subgroup, the Race Equality Action Plan developed into the Anti-racist Wales Action Plan to reflect the vision to be an anti-racist nation by 20230. The Anti-racist Wales Action Plan which was launched by Welsh Government in June 2022.

This Local Action Plan sets out a range of actions which will be taken by Hywel Dda Health Board in order to respond to the national Anti-racist Plan.

Introduction

The Anti-racist Wales Action Plan includes priority actions for the Health sector (Appendix One), which are intended to act as a catalyst for the development of a local action plan, to show how the health board is contributing to the vision of Wales becoming an anti-racist nation.

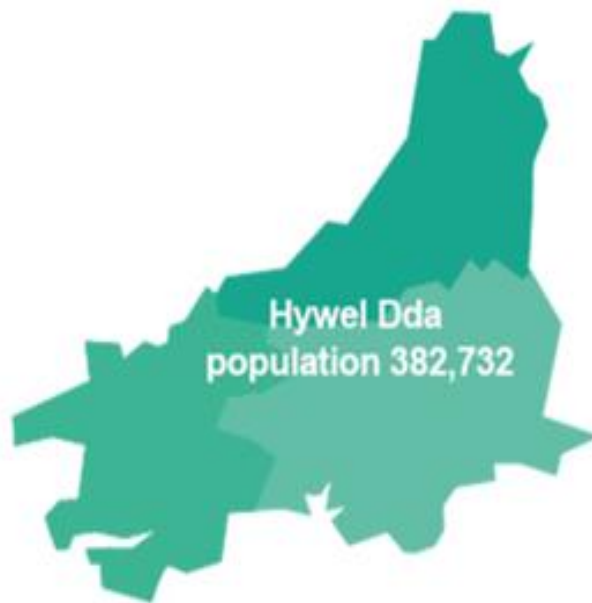
As the Health Board is a listening and learning organisation, there is already work being carried out to eliminate discrimination and improve the experiences of Black, Asian and Minority Ethnic people, including our patients, workforce and local population. It is essential that all of this activity is brought together, to prevent the risk of duplication of effort and to identify any gaps where further action needs to be taken, to enable the Health Board to demonstrate progress against the local action plan and the overarching Anti-racist Wales Action Plan.

To ensure that the Health Board has a robust governance structure for this crucial work and that agreed actions to address racism and the disparities it has created are based on the lived experiences of Black, Asian and Minority Ethnic People are achieved, oversight of the local action plan is undertaken by the Health Board's Black, Asian and Minority Ethnic Advisory Group. Regular progress updates are also presented to the People, Organisational Development and Culture Committee for assurance.

Our local action plan (from page 7 onwards), sets out the actions based on the six overarching themed areas, aligned to the national Anti-racist Wales Action Plan.

Our population

Hywel Dda University Health Board (the Health Board) is committed to putting people at the heart of everything we do. We serve a population of 382,732 and deliver services across the counties of Carmarthenshire, Ceredigion and Pembrokeshire. Our vision is to create an accessible and inclusive organisational culture and environment for everyone; patients, carers, family members and staff.



Based on the most recent census data from 2021 the ethnic make up of our population is:

- 1.2% Asian/British Asian
- 0.3% Black/ British Black
- 1% Mixed/ Multiple Ethnicity
- 94% White British
- 0.3% Gypsy, Roma Traveller
- 2.7% White Other
- 0.1% Arab

Data provided by ONS Census 2021 <https://www.ons.gov.uk/census>

Our staff

At 31 March 2024 the Health Board employed 13,290 staff. Based on self-reported data within the Electronic Staff Record system, there were 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 the Electronic Staff Record 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 the Electronic Staff Record has increased by 0.24%.

People's experience of racism in everyday life

RED – significantly behind schedule/high risk area AMBER – behind schedule, but no issues GREEN – in progress & on target BLUE – complete & compliant

Action	Link to Primary Action Plan	By When	Lead Person/ Team	Outcome Measures	Progress
Health Board will develop a plan to adopt an anti-racist pledge by March 2025.	Black Asian and Minority Ethnic Advisory Group	Mar-25	Business Partnerships, and Inclusion	By adopting an anti-racist pledge, the Health Board will be able to show its commitment to being an anti-racist organisation.	
Review and implement the recommendations from the audit of All-Wales NHS Workforce policies through an anti-racist lens: Not using the BAME acronym Improving culture through the delivery of cultural intelligence training, Active Bystander sessions Ensure completion of the anti-racist e-learning on ESR	ArWAP	Mar-25	Workforce and Organisational Development	<p>Policies and processes do not disadvantage people from Black, Asian and Minority Ethnic backgrounds.</p> <p>Staff acknowledge where racism exists and are clear on what it means to be anti-racist and can recognise forms of racism such as micro-aggressions. Staff have the confidence to call out racist behaviour.</p>	
The Black, Asian and Minority Ethnic staff network are encouraged and supported to have a voice and organise their own activities	ArWAP	Ongoing	Business Partnerships, and Inclusion	The staff network organises activities that are important to them, raising awareness, celebrating the diversity within the network through various celebrations. Cohesion is encouraged by welcoming staff and allies.	

People's experience of racism when accessing services

RED – significantly behind schedule/high risk area AMBER – behind schedule, but no issues GREEN – in progress & on target BLUE – complete & compliant

Action	Link to Primary Action Plan	By When	Lead Person/ Team	Outcome Measures	Progress
<p>Ensure robust impact assessment and assurance procedures are in place, from planning stages to requests for final approval from Board. Actions to achieve this are:</p> <ul style="list-style-type: none"> • Review EQIA and EHIA policy and develop procedural guidelines for staff • Improve record keeping and data collation on EQIA and EHIA undertaken across the health board • Increase training opportunities and awareness raising of EQIA and EHIA • EDI Team to attend training on using engagement tools to record activity (Tractivity & Engagement HQ) • Liaise with the Communications and Engagement Team to improve consultation and engagement with community groups and individuals with protected characteristics, carers and vulnerable groups 	EDI Annual Plan	Oct-24	Diversity & Inclusion Manager	<p>Managers have increased confidence in undertaking EQIA and EHIA and know where to access further advice and support.</p> <p>Board Members are assured that sufficient EQIA and EHIA has been undertaken when they receive items for approval at Board and Committees.</p> <ul style="list-style-type: none"> • Evidence of: published policy and procedural guidelines • Quarterly dashboard to show number of EQIA/EHIA undertaken • Quarterly dashboard to show the number of training opportunities and advice/requests provided to staff • Evidence of consultation and engagement undertaken to support policy development and service changes 	

<ul style="list-style-type: none"> • Review population data and other relevant data as it becomes available to ensure that the most current data is used to inform EQIA and EHIA (e.g. Local Wellbeing Plans, Census Data) • Continue to seek expert advice from external companies and organisations to inform EQIA and EHIA • Provide advice and support for the ongoing, in-depth EHIA which is being undertaken for the long-term aims of A Healthier Mid and West Wales which include plans for a new urgent and planned care hospital and healthcare facilities, the repurposing of existing hospitals and service redesign 				<ul style="list-style-type: none"> • EQIA and EHIA include up to date population data and statistics 	
<p>Review SEP 2020-2024, undertake a period of consultation and produce a revised SEP and equality objectives for 2024-2028</p> <ul style="list-style-type: none"> • Produce and publish SEP Annual Monitoring Report • Work in regional partnership and establish steering group to create partnership working opportunities to progress the SEP Objectives within the Hywel Dda area • Identify areas for improvement and actions needed to realise the SEP Objectives in full 	EDI Annual Plan	<p>Apr-24</p> <p>Oct-24</p> <p>Sep-24</p>	Diversity & Inclusion Manager	<p>The SEP Annual Report demonstrates how the organisation promotes EDI and actively seeks to eliminate discrimination</p> <p>The SEP 2024-2028 is reflective of feedback obtained from engagement and consultation with the local population</p> <ul style="list-style-type: none"> • SEP Annual Report • Actions Plans and interim progress reports • Committee Reports which outline any potential risks and mitigating 	

				actions	
				<ul style="list-style-type: none"> Published SEP 2024 - 2028 	
<p>Monitor procedures for accessing interpretation and translation services. Actions to achieve this are:</p> <ul style="list-style-type: none"> Develop procedural guidelines to help staff determine the need to access interpretation and translation services to support individual patient needs Develop quick guides and video tutorials to assist staff and lunch and learn sessions Review available methods for accessing online interpretation and translation services in line with prudent healthcare principles (Card Medic) Monitor and investigate incidents which report problems in accessing interpretation and translation services and identify appropriate solutions to increase usage of available services 	EDI Annual Plan	Dec-24	<p>Diversity & Inclusion Manager</p> <p>Community Development Outreach Manager</p> <p>Patient Experience Manager</p>	<p>Service users can understand and communicate effectively with the health board.</p> <p>Staff can access interpretation and translation services in a timely manner.</p> <p>Evidence of:</p> <ul style="list-style-type: none"> Policy documentation Record of interpretation services accessed Service user feedback and incident reporting Staff training resources and guidelines Staff surveys Interpretation cards used, to request an interpreter for unplanned episodes of care 	
<p>To raise awareness of religion and cultural needs of service users. Actions to achieve this will be:</p> <ul style="list-style-type: none"> Liaise with Chaplaincy and Nursing and offer support to develop and implement the Spiritual Care Agenda Liaise with Cwm Taf Morgannwg UHB to share good practice to adapt and adopt Religious Toolkit for staff to raise awareness of cultural differences which 	EDI Annual Plan	Mar-25	<p>Diversity & Inclusion Manager</p> <p>Lead Chaplain</p> <p>Heads of Pharmacy</p>	<p>The health board demonstrates that it is inclusive of all religions and celebrates cultural differences. This will be evidenced through:</p> <ul style="list-style-type: none"> Concerns and queries log data Spiritual Care Plans Religious Toolkit Health Board news items 	

<p>may affect service delivery</p> <ul style="list-style-type: none"> • Promote religious events in the Diversity and Inclusion Calendar to raise awareness and promote inclusivity amongst the workforce • Work with Pharmacy and SAS Doctors to promote suitable medication in line with religious and cultural belief 					
<p>To improve Black, Asian and Minority Ethnic service user experience in Maternity and Mental Health Directorates. Action to achieve this include:</p> <ul style="list-style-type: none"> • Support the development of policies and procedures within maternity to address disproportionate risks to Black, Asian and Minority Ethnic expectant mothers • Facilitate participation in Diverse Cymru BME Mental Health Workplace Good Practice Certification Scheme 	EDI Annual Plan	Mar-25	<p>Diversity & Inclusion Manager</p> <p>Patient Experience Midwife</p> <p>Heads of Mental Health</p>	<p>Black, Asian and Minority Ethnic Service Users have a more positive experience when accessing services and the Health Board implements actions to improve service user experience.</p> <p>This will be evidenced through:</p> <ul style="list-style-type: none"> • Engagement activity • Feedback from staff and service users • Certification Scheme documentation 	
<p>Work in partnership to ensure equity of service for ethnic minority people, in relation to health promotion, early intervention and prevention and tackling health inequalities. Actions to achieve this will include:</p> <ul style="list-style-type: none"> • Address the barriers to accessing healthcare • Represent communities and their needs through the health board Health 	CDOT Plan on a Page	Mar-25	Community Development Outreach Manager	<p>Equity of services is improved for Black, Asian and Minority Ethnic people. This will be evidenced through:</p> <ul style="list-style-type: none"> • Uptake of preventative services • Service User feedback • Services are responsive to the needs of Black, Asian and Minority Ethnic people and access to 	

<p>Equity Group</p> <ul style="list-style-type: none"> • Promote vaccinations and mythbust • People are empowered to take action to participate in actions to improve their own health and wellbeing, such as screening services, smoking cessation, misuse of alcohol and other substances 				<p>services is improved by removing barriers</p>	
<p>Support the delivery of wider health messages to ethnic minority communities and ensure that they have a greater understanding of their rights, regarding healthcare.</p>	<p>CDOT Plan on a Page</p>	<p>Mar-25</p>	<p>Community Development Outreach Manager</p>	<p>Increased engagement between the health board, trusted intermediaries and Black, Asian and Minority Ethnic people. This will be evidenced through:</p> <ul style="list-style-type: none"> • Health messages will be available in a range of languages • Strategies are developed to empower people to access health care services 	
<p>Deliver specialist training on Race, Anti-racism, Religion and Belief and other related topics as needed.</p>	<p>ArWAP EDI Annual Plan</p>	<p>Mar-25</p>	<p>Business Partnerships, and Inclusion</p>	<p>Staff will have increased knowledge, with the aim of Black, Asian and Minority Ethnic Service Users having a more positive experience when accessing Health Board services.</p>	

People's experience of being part of the workplace

RED – significantly behind schedule/high risk area AMBER – behind schedule, but no issues GREEN – in progress & on target BLUE – complete & compliant

Action	Link to Primary Action Plan	By When	Lead Person	Outcome Measures	Progress
<p>Continue to facilitate the Health Board's Black Asian and Minority Ethnic staff network. Actions will include:</p> <ul style="list-style-type: none"> • Monitor progress of meetings, actions and agenda items with the Chair • Promotion of network to increase and encourage membership and attendance • Arrange and promote network social events for members and allies • Establish links with wider Black Asian and Minority Ethnic networks within the Hywel Dda area and across Wales • Establish links for joint working with other NHS Wales staff networks 	<p>EDI Annual Plan</p> <p>Workforce, Organisational Development and Education 10-year strategy</p>	Apr-25	Diversity & Inclusion Manager	<p>Black Asian and Minority Ethnic staff feel supported in the workplace. This will be evidenced through:</p> <ul style="list-style-type: none"> • Evidence of staff engagement • Minutes and Meeting Actions • Staff Testimonials • Contribution to policy development and relevant consultations • Evidence of regular network activity and events 	
<p>Ensure that all staff are aware of the routes available to them to raise any issues relating to Bullying & Harassment. The action will be achieved through:</p> <ul style="list-style-type: none"> • Through the production of a document setting out accessible routes to raise issues relating to Bullying & Harassment which will be available 	Bullying and Harassment Task and Finish Group Action Plan	Mar-25	Workforce Culture and Experience Diversity and Inclusion Manager	<p>Staff know where to find information. This will be evidenced by:</p> <ul style="list-style-type: none"> • Information included on new SharePoint page • Email template for new starters • Attendance records and feedback from Active Bystander 	

<p>for all staff and promoted via staff side & ODRM's in the service and also via the Black Asian and Minority Ethnic Network</p> <ul style="list-style-type: none"> • All new starters will receive a communication from the Culture & Staff Experience team a month after commencement, on how and who to contact generally, with regard to how to resolve issues • Active Bystander training will be offered to all staff on a quarterly basis, to provide tools and techniques for dealing with situations of bullying, harassment and inappropriate behaviour 			Diversity and Inclusion Manager	<p>Training sessions</p> <ul style="list-style-type: none"> • Follow-up discussion with staff who have attended sessions 	
<p>Embed training opportunities at induction</p> <ul style="list-style-type: none"> • New induction programme that was rolled out from April 2022, identifying where people can access help in relation to Bullying and Harassment and community support • Reinforced through the Customer Service Making a Difference programme, which covers unconscious bias. This will be rolled out to all staff including M&D • Unconscious bias session introduced 	Bullying and Harassment Task and Finish Group Action Plan	Ongoing	Learning and Development Manager	<p>Staff know where to go for help and advice. This will be evidenced by:</p> <ul style="list-style-type: none"> • Information presented to staff during their induction • Feedback from Black Asian and Minority Ethnic colleagues 	
<p>Enable staff to raise complaints in confidence, to feel supported and to be assured that action has been</p>	Bullying and Harassment Task	Ongoing	Workforce	<p>Black Asian and Minority Ethnic staff subjected to Bullying and Harassment know how to raise a</p>	

<p>taken. This action will be achieved through:</p> <ul style="list-style-type: none"> • Launch of the Working in Confidence platform where people can raise their issues anonymously if required about a range of issues, including Bullying & Harassment • Nominating representatives in different areas in order that staff can link with. Liaising with the Black Asian and Minority Ethnic network to assist with this by identifying champions • Introduce a safe space conversations initiative at Black Asian and Minority Ethnic Staff Network meetings • Diversity and Inclusion Team to monitor concerns and queries raised via the dedicated mailbox and EDI Surgeries 	<p>and Finish Group Action Plan</p> <p>EDI Annual Action Plan</p>		<p>Culture and Experience</p> <p>Diversity and Inclusion Manager</p>	<p>concern and feel listened to when they do raise them. Staff have an increased awareness of the EDI Team and know how to access support and advice. This will be evidenced through:</p> <ul style="list-style-type: none"> • Concerns and queries log data • Corporate Induction Resources • Evidence of promotional events • Feedback from staff 	
<p>Improve retention of Black Asian and Minority Ethnic staff in the workplace and reduce negative experiences of Black Asian and Minority Ethnic Staff. This action will be progressed by:</p> <ul style="list-style-type: none"> • Developing a retention plan and analyse resignation letters and intervene if possible • Exit Interviews to be offered to all staff moving internally in order that 	<p>Bullying and Harassment Task and Finish Group Action Plan</p> <p>Workforce, Organisational Development and Education 10-year strategy</p>	<p>Ongoing</p>	<p>Head of Workforce Culture and Experience</p> <p>Head of Workforce Policy</p>	<p>Ensure that no individual leaves the organisation or feels they have to change roles due to Bullying & Harassment. This will be monitored through:</p> <ul style="list-style-type: none"> • Analysis of Exit Interviews data • Progress of Retention Plan 	

departments where there may be problems can be identified					
<p>Commit to addressing perceived problem areas as they are reported. We will ensure staff know who to report matters to and will develop better intelligence to identify problem areas. This will be progressed by:</p> <ul style="list-style-type: none"> • ODRM's will gather intelligence in conjunction with Operational Workforce Managers to analyse information in relation to numbers of employee relations cases, levels of sickness and turnover. • ODRM's and Operational Workforce Managers to meet regularly in order to triangulate data and intelligence • ODRM's will undertake culture surveys and co-create strategically aligned People Culture Plans. 	Bullying and Harassment Task and Finish Group Action Plan	Mar-25	<p>Head of Workforce Culture and Experience</p> <p>Head of People and Organisational Effectiveness</p>	<p>Progress will be monitored through:</p> <ul style="list-style-type: none"> • Analysis of employee relations cases • Analysis of sickness levels and turnover • Evidence of training to address problem areas 	
<p>Increase awareness of the change in the Respect and Resolution Policy Framework through:</p> <ul style="list-style-type: none"> • Develop 'Just in Time' video on new Healthy Working Relationships Scheme and implement associated communication strategy • Questionnaires for all parties involved at the end of each case which has necessitated the involvement of the Operational Workforce Team in order 	Bullying and Harassment Task and Finish Group Action Plan	Ongoing	Head of Workforce Culture and Experience	<p>Progress will be monitored through:</p> <ul style="list-style-type: none"> • Educational videos & Webinars i.e. Cuppa Conversations • Information cascaded on OD SharePoint pages via a dedicated landing page, with posters with QR codes located on-site • Informal resolution and training workshops 	




to assess whether the individuals felt the new process had been helpful/beneficial				<ul style="list-style-type: none"> Internal Facilitated Conversations and Mediation network 	
<p>Commit to training more Investigating Officers from a Black Asian and Minority Ethnic background and also Employee Relations panel members in respect of formal hearings</p> <ul style="list-style-type: none"> Operational Workforce team to encourage additional IO's to come forward from Black Asian and Minority Ethnic background. Positive action statements to be included in future adverts for Bank IOs Review disciplinary and appeal panel make up and wherever possible ensure Black Asian and Minority Ethnic representation 	Bullying and Harassment Task and Finish Group Action Plan	Ongoing	Head of Workforce	<p>Health Board is assured that there is ethnicity balance on formal Employee Relations Panels</p> <ul style="list-style-type: none"> Number of trained Investigating Officers 	
<p>Ensure staff member feels fully supported during any period of absence and subsequent return to work after raising a concern around bullying and harassment</p> <ul style="list-style-type: none"> Appoint designated Operational Workforce Advisor to support the staff member to ensure they feel fully supported during their period of absence and return to work 	Bullying and Harassment Task and Finish Group Action Plan	Ongoing	Operational Workforce Teams	Staff feel confident returning to work after a period of sickness after raising a concern of bullying and harassment	
Continue to raise awareness of the revised Buddy Scheme for new overseas staff joining the Health Board.	Workforce, Organisational Development	Ongoing	Head of Recruitment and Workforce	Staff feel supported and welcomed into the Health Board and have settled into the area	

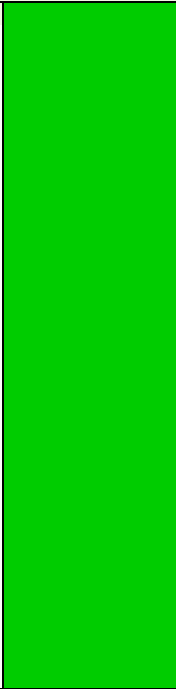

	and Education 10-year strategy		Equality, Diversity & Inclusion Learning and Development Manager	and know where to access information and support. This will be monitored through: <ul style="list-style-type: none"> • Increased number of Buddies • Feedback from participants 	
ArWAP Working Group (established by the Black Asian and Minority Ethnic Advisory Group) will explore the reasons for the disproportionate number of minority ethnic nursing staff still working at Band 5 after 20 years' service.	ArWAP Strategic Equality Plan	Mar-25	Workforce Culture, Diversity and Inclusion Manager	Improved staff feedback about their experience in relation to career progression for nurses from ethnic minority groups in Hywel Dda. Monitoring of data gathered for the Ethnicity Pay Gap Report.	
The Staff Performance and Development Review will be revised as part of the Staff Discovery Action plan for 2024/25 and work will be undertaken to strengthen the Leadership of People to ensure people are supported to be their best and that dysfunctional practices and unacceptable behaviour are addressed.	Staff Discovery Action plan	Work will commence May 2024 onwards	Head of Research Innovation and Improvement Head of Organisation Relations	Outcomes will included reduced staff turnover, productivity of teams/individuals will be improved.	
In response to the results of the NHS staff survey, where staff reported that they had experienced discrimination at work, the Bullying and Harassment Task and Finish Group will be re-established to explore and address the issues.		Work will commence Oct-24	Head of Workforce Culture and Experience	Improved experiences of staff with a clear message to our staff, our patients, their relatives and the public that the Health Board will not tolerate discrimination or harassment, and when it is raised, we will challenge the behaviour and take all appropriate action to protect our staff.	

People's experience of gaining jobs and opportunities

RED – significantly behind schedule/high risk area AMBER – behind schedule, but no issues GREEN – in progress & on target BLUE – complete & compliant

Action	Link to Primary Action Plan	By When	Lead Person	Outcome Measures	Progress
Review the process to ensure that L&D opportunities are more accessible and available to Black, Asian and Minority Ethnic staff working in the health board and provide Employability Skills training to support staff, including when applying for a job through interview skills.	Bullying and Harassment Task and Finish Group Action Plan Workforce, Organisational Development and Education 10-year strategy	Ongoing	Head of Learning and Development Learning and Development Manager	Black, Asian and Minority Ethnic Staff feel that training and development opportunities are open to all. This will be evidenced through: <ul style="list-style-type: none"> • Monitor uptake of training and development opportunities of Black, Asian and Minority Ethnic Staff • Focus groups with Black, Asian and Minority Ethnic staff 	
Provide training to Managers in order for them to better understand the opportunities and differences in tackling issues concerning Black, Asian and Minority Ethnic staff to promote cultural awareness. This action will be progressed via: <ul style="list-style-type: none"> • Cultural Competence Training Package to be developed • Develop Managers skills programme 	Bullying and Harassment Task and Finish Group Action Plan	From 2024	Learning and Development Manager	Managers will have a better understanding of the challenges facing Black, Asian and Minority Ethnic staff. Progress will be monitored via: <ul style="list-style-type: none"> • Training attendance records • Feedback from training 	

<p>Review all Person Specification requirements before posts are advertised. This will include:</p> <ul style="list-style-type: none"> • Design new template for Job Description and Person Specifications • Job Evaluation Team to review quality of job descriptions to identify any discriminatory text. • Add 'Discriminatory words and phrases used in job adverts and person specifications' guidance and examples to the Job Evaluation page on the Intranet 	<p>Bullying and Harassment Task and Finish Group Action Plan</p> <p>Workforce, Organisational Development and Education 10-year strategy</p>	<p>Ongoing</p>	<p>Senior Workforce Manager</p>	<p>Job Descriptions will not indirectly discriminate against Black, Asian and Minority Ethnic applicants. Progressed will be evidenced through:</p> <ul style="list-style-type: none"> • New Job Description and Person Specification template • Monitor number of JDs amended as part of Job Evaluation review 	
<p>Ensure all staff irrespective of ethnic origin feel that career development and progression within the Health Board is equally as accessible. Actions include:</p> <ul style="list-style-type: none"> • Ensure all vacancies are advertised openly to via TRAC/NHS Jobs • Ensure candidates are routinely offered feedback if unsuccessful at shortlisting or interview stages • Deliver management training on best practice inclusive recruitment. • Deliver employability support sessions to assist staff applying for a job, preparing for an interview and interview skills. 	<p>Bullying and Harassment Task and Finish Group Action Plan</p> <p>Workforce, Organisational Development and Education 10-year strategy</p>	<p>Ongoing</p>	<p>Head of Recruitment and Workforce Equality, Diversity and Inclusion</p> <p>Learning and Development Manager</p>	<p>Black, Asian and Minority Ethnic staff feel that they have equal opportunity to career development and progression. This will be evidenced through:</p> <ul style="list-style-type: none"> • Monitoring of interview feedback from candidates • Training attendance records 	
<p>Produce an Ethnicity Pay Gap report to identify disparities and help us work</p>	<p>Workforce, Organisational</p>	<p>Ongoing with pay</p>	<p>Head of Recruitment</p>	<p>Actions are identified to address the Ethnicity Pay Gap Report</p>	

<p>towards mitigating or eliminating them. Actions will include:</p> <ul style="list-style-type: none"> • Identify how we can encourage people to apply for roles in sectors where there are greater pay gaps • Look at providing development opportunities for our Black, Asian and Minority Ethnic colleagues to meet the criteria for higher paid jobs within the Health Board • Attract, recruit and retain those who identify as being Black, Asian and Minority Ethnic into Additional Clinical Services • Attract, recruit and retain individuals who identify as being Black, Asian and Minority Ethnic into medical and dental roles 	<p>Development and Education 10-year strategy</p>	<p>gap reports published by April of each year</p>	<p>and Workforce Equality, Diversity and Inclusion Resourcing</p>	<p>which will be monitored by:</p> <ul style="list-style-type: none"> • Reduction in the Ethnicity Pay Gap • Increase in the number of Black, Asian and Minority Ethnic applicants where there are greater pay gaps • Increase in number of Black, Asian and Minority Ethnic Additional Clinical Services • Increase in number of Black, Asian and Minority Ethnic into medical and dental roles 	
<p>Workforce data from ESR, Trac, NHS Staff Survey and training records will be used to develop a report that shows Health Board performance against the 12 Workforce Race Equality Standard indicators. The health Board will then develop an action plan to address any underperformance, as indicated in the WRES report.</p>	<p>ArWAP</p>	<p>Jun-24</p>	<p>Head of Partnerships, Diversity and Inclusion</p>	<p>High quality workforce data will be used to show underperformance and a local action plan developed to take action to ensure:</p> <ul style="list-style-type: none"> • Black, Asian and Minority Ethnic staff feel confident to provide information about their ethnicity. • Black, Asian and Minority Ethnic staff feel confident to speak up about discrimination. • Black, Asian and Minority Ethnic staff feel confident and are 	

				encouraged to progress and take up opportunities for learning and development	
Recruitment to senior positions is done using a range of methods in addition to the interview, such as psychometrics and performance to a wider group of stakeholders		Ongoing		A fair recruitment process is created by removing unconscious bias and the halo effect. Appointing panels consider several sources of evidence beyond interview panel questions.	

People's experience of when they lack visible role models in positions of power

RED – significantly behind schedule/high risk area AMBER – behind schedule, but no issues GREEN – in progress & on target BLUE – complete & compliant

Action	Link to Primary Action Plan	By When	Lead Person	Outcome Measures	Progress
Increase the diversity of applicants, for the Assistant Director talent pool.	Workforce, Organisational Development and Education 10-year strategy			As part of the talent management and succession planning approach, there will be a diverse and sustainable leadership pipeline	
Development of an Aspiring Board Members programme	ArWAP	May-25 Was originally due to start Dec-23	Welsh Government	Boards need to be representative of their workforce and diversity of membership draws on wider lived experiences and provides a greater understanding of under-represented groups. The aim of the programme is to create a robust pipeline of diverse applicants but, as well as non-executive Director positions, the programme is intended to help individuals recognise the wider opportunities that exist within Health.	

People's experience of racism as a refugee or asylum seeker

RED – significantly behind schedule/high risk area AMBER – behind schedule, but no issues GREEN – in progress & on target BLUE – complete & compliant

Action	Link to Primary Action Plan	By When	Lead Person	Outcome Measures	Progress
* See action in 'Accessing Services' tab for ensuring patients and carers are provided with interpretation and translation services	EDI annual plan CDOT annual plan	Ongoing	"Diversity & Inclusion Manager	* See action in 'Accessing Services' tab for ensuring patients and carers are provided with interpretation and translation services	GREEN
Refugees and Asylum Seekers are supported on arrival to the Hywel Dda area and information and guidance on accessing healthcare services is provided in their first language	CDOT annual plan	Ongoing	Community Development Outreach Manager	" Asylum Seekers and Refugees are confident in accessing healthcare services.	GREEN
Ongoing engagement with Refugees and Asylum Seekers, to address health care needs and remove barriers to accessing health care services.	CDOT annual plan	Ongoing	Community Development Outreach Manager	"The needs of Refugees and Asylum Seekers is used to inform the development and delivery of services and remove barriers to access.	GREEN
Work in partnership with each local authority and other partner organisations to support those coming to Wales seeking asylum and those from Ukraine.		Ongoing	Public Health Community Development Outreach Manager	Refugees are confident in accessing healthcare services. Information available in a range of community languages	BLUE

ArWAP actions – Welsh Government

Appendix One

Action	Output	Impact	By When	Lead Partner	Notes
<p>Require anti-racist leadership at all levels by direction. All NHS Boards, Trusts and Special Authorities to report demonstrable progress in driving anti-racism at all levels by:</p> <ul style="list-style-type: none"> • appointing 'Executive Equality Champions' and 'Cultural Ambassadors' • implementing a leadership and progression pipeline plan for Black, Asian and Minority Ethnic staff • providing Ethnic Minority Networks appropriate levels of resource and access to the Board 	<p>Appointment of Executive Equality Champions and Cultural Ambassadors; Pipeline Plans.</p> <p>Audit and local plans implemented to support Ethnic Minority Networks reporting via Integrated Medium Term Plans IMTP and annual plans, and specifically recognised in Health Education and Improvement Wales (HEIW) annual planning processes.</p>	<p>More visible representation and allyship at all levels, clear leadership pipeline for Black, Asian and Minority Ethnic staff and thriving networks supporting and acting as a critical friend to the Boards. More effective mechanism to address differential attainment.</p>	Sep-23	Welsh Government NHS Boards Equality networks	
<p>Use existing legislative frameworks to require NHS organisations to develop anti-racism action plans; for both employment and service delivery as a specific part of their wider approach to equality, inclusion and diversity.</p>	<p>NHS organisational plans include anti-racism action plans, monitored annually by Welsh Government for appropriateness, good practice and impact as well as minimal compliance with the Equality Act 2010.</p>	<p>Implementation of anti-racism action plans will reduce people's experience of racism while being recruited, progressing and working or accessing services.</p>	Dec-22	Welsh Government NHS Boards	

<p>Progress will be monitored and reported via IMTP and Annual Plans, and the Joint Executive Team process."</p>					
<p>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 vision of an anti-racist Wales.</p>	<p>Evidence of attendance, participation and improved understanding and behaviour of Board members where required.</p> <p>Report detailing personal objectives and progress against objectives.</p>	<p>Visible evidence of development in the behaviours exhibited by Board members.</p> <p>Visible change, where required, in decision making, evidencing that anti-racism, equality, diversity and inclusion have been considered and acted upon.</p> <p>Visible and transparent allyship and leadership providing confidence to workforce and service users that structural racism is being proactively addressed.</p>	<p>Dec-22</p>	<p>NHS Boards Welsh Government Partner Organisations</p>	
<p>Senior Leaders in Welsh Government Health and Social Services Group will establish an internal Challenge Board to include external representation to monitor and ensure collective progress against Health and Social Care Goals and Actions.</p>	<p>Internal Challenge Board convened with Terms of Reference and meeting schedule agreed.</p>	<p>Visible leadership and allyship demonstrated accountability at the highest level and commitment to ensure Health Goals and Actions are scrutinised and progress challenged.</p>	<p>Jul-22</p>	<p>Welsh Government Health and Social Services senior leaders</p>	

<p>Commission an independent audit of all existing workforce policies and procedures through an anti-racist lens, and expect Black, Asian and Minority Ethnic representation within forums or groups established to design the audit/ and oversee and support their effective implementation and application.</p>	<p>Completed Independent Audit of current workforce policies with recommendations to strengthen anti-racist principles. This will specifically include policies around grievances, complaints and use of Non-Disclosure Agreements.</p>	<p>Independent assurance, workforce policies address systemic and instructional racism.</p> <p>Confidence in workforce that anti-racist principles are threaded through policies and scrutinised independently.</p> <p>Black, Asian and Minority Ethnic staff have increased confidence that they will work in a safe and inclusive workplace that recognises and promotes their performance and progression. This will also address ethnic diversity at all levels of the NHS workforce across Wales.</p>	<p>Dec-22</p>	<p>Welsh Government NHS Wales Employers NHS Wales organisations Trade unions Partner organisations</p>	
<p>Higher Education Institutions (HEIs) and NHS Organisations will co-design anti-racist education programmes with Black, Asian and Minority Ethnic people.</p> <p>Set a requirement for all NHS Staff, NHS Volunteers and students to complete redesigned anti-racist education programmes.</p>	<p>Audit of current anti-racist educational/ training interventions.</p> <p>Appropriate anti-racist education intervention developed.</p> <p>Report detailing completion of staff, student and volunteer numbers completing the education programme.</p>	<p>Consistent, fit for purpose educational intervention offered to all staff, students and volunteers.</p> <p>Visible mandated education providing confidence to workforce that organisation is serious about anti-racist principles.</p>	<p>Dec-23</p>	<p>HEIW NHS Wales Employers Trade unions NHS Wales organisations HEIs Partner Organisations</p>	

<p>Academi Wales, to work in partnership with NHS Wales and other appropriate organisations to develop and run an Aspiring Board Members Programme.</p>	<p>Appraisals will capture completion and participation in anti-racist education and will require EDI objectives to be set and met.</p>	<p>Visible evidence of development and change in the exhibited behaviours of those who have participated in education programme.</p> <p>Staff more confident in providing allyship and calling out racism.</p> <p>Staff more confident in complaining about racist incidence by colleagues and public.</p>			
<p>Each NHS organisation will commit to their involvement in the Aspiring Board Members Programme, ensuring education, mentoring and support to participants who will be from a Black, Asian and minority ethnic background.</p>	<p>All NHS organisations will provide at least one aspiring board member with experience, education and mentoring from a senior non-executive director, including the opportunity to attend board and committee meetings.</p> <p>In return the senior non-executive member will also receive reverse mentoring from the aspiring board member.</p>	<p>Increase the number of people from a Black, Asian and minority ethnic background who are able to evidence more effectively their ability to undertake the role of a non-executive member.</p> <p>Increased ethnic diversity on Boards, "building a robust pipeline" of future Black, Asian and Minority Ethnic Board Members.</p>	<p>Dec-22</p>	<p>Welsh Government NHS Boards HEIW NHS Wales organisations Trade unions Academi Wales</p>	<p>Awaiting for programme to commence</p>
<p>HEIW will ensure all commissioned programmes provide evidence of anti-racist principles and reflect HEIW's Strategic Equality Plan</p>	<p>Report from HEIW (in their Strategic Equality Plan) detailing how they are holding organisations to</p>	<p>Anti-racist principles embedded in commissioning process.</p>	<p>Sep-23</p>	<p>HEIW NHS Wales organisations Trade unions</p>	

in order to meet objectives regarding differential attainment, widening access and underrepresentation of Black, Asian and Minority Ethnic people in NHS Wales.	account through the commissioning process. Issues of differential attainment are identified and addressed by the General Medical Council.				
Improve workforce data quality and introduce a Workforce Race Equality Standard (WRES) to provide an evidence base to make and measure targeted structural change. Underpinned by cultural change, through targeted interventions at both local and national level, developed through social partnership.	Scoped and implemented WRES to include data about NHS and Social Care Black, Asian and Minority Ethnic workforce career, progression, leadership representation, discrimination and bullying.	High quality workforce data, underpinned by a culture where staff can be safe, and confident to provide ethnicity data and speak up against racist discrimination and practice.	Sep-23	Welsh Government NHS Wales organisations Trade Unions Partner Organisations	Fully engaged with introduction of the WRES and ready for the first data capture April 2024. A local action plan will be developed when the Health Board WRES report is received June 2024.
Implement systemic monitoring of concerns of workforce discrimination and bullying raised by staff through the Joint Executive Team process. Sources of workforce data and intelligence will be refined including the WRES and HEIW Centre of Excellence.	Scoped and implemented WRES	High quality workforce data, underpinned by a culture where staff can be safe, and confident to provide ethnicity data and speak up against racist discrimination and practice.	By 2023	Welsh Government, Health and Social Services Planning and Performance HEIW	Data will be submitted to the WRES April 2024
Co-design and revise population health data collection, creating an	Report detailing how population health data	Refined and cohesive population health data collation.	By 2023	Welsh Government	

evidence base to develop policies and provide equitable health and social care services.	collection, monitoring has been revised and the impact.	Transparency and accountability levels raised increasing confidence by population and providing organisations with data they can be confident to act against.		Health and Social Services Public Health Improvements	
The Maternity and Neonatal Safety Support Programme, co-designed and developed with Black, Asian and Minority Ethnic people and stakeholders, will detail and implement specific changes to maternity services that will improve outcomes and experiences of Black, Asian and Minority Ethnic women and families who experience health inequalities	Publication and reporting against programme's progress.	A reduction in perinatal mortality in minority ethnic women and babies. Improved experiences of care in pregnancy and birth including pain management in labour.	Jan-23	Office of the Chief Nursing Officer	
Ensure our COVID-19 recovery plans are fully inclusive and targeted to address known health inequalities in access to care and service provision.	National recovery frameworks and detailed recovery plans of local NHS organisations include specific actions to address inequalities.	Delivery of more culturally competent care, with improved access.	Sep-23	Welsh Government NHS Wales Organisations	
"Time to Change Wales" will develop and deliver an antiracist mental health anti-stigma programme which is co-designed with people with lived experiences and	Published programme on mental health anti-stigma.	Programme based on lived experience will be more authentic and impactful and raise confidence within	March 2023	Welsh Government Health and Social Services Public Health Improvement	

from Black, Asian and Minority Ethnic people.		communities that their voices are being heard.		Welsh Government Health and Social Services Mental Health and Vulnerable Groups Division Public Health Improvement Mental Health	
Work with community organisations, the third sector and the NHS to ensure the needs of Black, Asian and Minority Ethnic people are considered when developing: <ul style="list-style-type: none"> • new strategies and legislation for Mental Health • proposals to address the unmet mental health needs of asylum seekers, refugees and migrants • proposals to reduce health inequalities amongst, Gypsies, Roma and Traveller communities 	An Action Plan on improving access to and the quality of mental health support for Black, Asian and minority ethnic people.	Black, Asian and minority ethnic people will know how to access mental health services and the service they receive is delivered with an understanding of their individual needs.	Sep-23	Welsh Government Health and Social Services Mental Health and Vulnerable Groups Division	
Secure ethnic minority representation to the new			Dec-23	Welsh Government	

<p>national programme board for end of life care to ensure that the work programme of the Board includes (and delivers on) commitments around improving end of life care for ethnic minority people.</p>				<p>Health and Social Services Population Healthcare</p>	
<p>Work with representatives of ethnic minority communities to promote the Putting Things Right (PTR) concerns and complaints procedure, including the advocacy services available, ensuring accessibility through additional recommended languages.</p> <p>Revise Putting Things Right guidance to NHS organisations and include information about on how to respond to patients' complaints about racism in the provision of NHS services.</p> <p>Complaints are monitored to check whether Black, Asian and Minority Ethnic people are using the process are using the process.</p>	<p>Black, Asian and Minority Ethnic people engaged in the development of a strategy for joint PTR and Duty of Candour guidance promotion and translation plan.</p> <p>Revised NHS organisation guidance distributed.</p>	<p>Greater levels of awareness/ use of the PTR complaints procedure by Black, Asian and Minority Ethnic people.</p> <p>Empowered citizens feeling safe and supported in making complaints about NHS services confident that they will be taken seriously.</p> <p>Empowered NHS organisations putting steps in place to better manage complaints about racism in service delivery.</p>	<p>Dec-23</p>	<p>Welsh Government Health and Social Services Population Healthcare.</p>	
<p>Introduce the new Duty of Candour and, by involving</p>	<p>Bespoke engagement with ethnic minority communities</p>	<p>Greater levels of awareness of the Duty.</p>	<p>Apr-23</p>	<p>Welsh Government</p>	

<p>Black, Asian and Minority Ethnic people in the development of the guidance and promotion, ensure high levels of awareness of the duty and the benefits it affords all recipients of NHS care.</p>	<p>at a formative stage of the development of the duty of candour guidance.</p> <p>Plan drawn up for how to ensure duty of candour is effectively promoted to Black, Asian and Minority Ethnic people.</p> <p>Evaluated for impact.</p>				
<p>Welsh Government will take an anti-racist approach to the establishment of the new Citizen Voice Body (CVB) for Health and Social Care to ensure that its recruitment processes, governance and policies are anti-racist and fully representative of our communities.</p> <p>Ensure this approach enables the new body to engage meaningfully with the public about matters relating to racism in health and social services in Wales from the outset.</p> <p>The CVB establishes relationships with ethnic minority-led organisations, local authorities, NHS bodies and those from ethnic minority backgrounds to</p>	<p>An anti-racist organisation is established.</p> <p>Documents set out requirements for engagement and the arrangements for assessing the effectiveness of this engagement.</p> <p>Improvement action plans are developed where required and progress reporting arrangements are in place."</p>	<p>The voices and lived experience of Black Asian and Minority Ethnic people and communities are effectively heard and their concerns acted upon. With improvements made to service delivery for those communities</p>	<p>Apr-23</p>	<p>Welsh Government</p>	

<p>ensure their views are heard and reflected.</p> <p>Annual Remit Letter and Framework Documents to re-enforce above requirements, together with the need to evaluate the effectiveness of their approach.</p>					
<p>Engage with Black, Asian and Minority Ethnic people to identify how the voice and lived experiences of people in these communities can be captured as part of the Health Impact Assessment process which will be mandated in the forthcoming Health Impact Assessment Regulations to be made under the Public Health (Wales) Act 2017 and will assist in tackling health inequities including those which arise as a result of the wider determinants of health.</p>	<p>Black, Asian and Minority Ethnic people engaged in the development of Regulations which will be a key tool to tackling health inequities.</p>	<p>The voices of Black, Asian and Minority Ethnic people will be involved in the development of the Regulations and in shaping the duty to carry out Health Impact Assessments by the public bodies who will be required to comply with the Regulations.</p>	<p>Dec-23</p>	<p>Welsh Government Health and Social Services Public Health Improvement.</p>	

TEITL YR ADRODDIAD: TITLE OF REPORT:	Hywel Dda Anti-Racist Local Action Plan Progress update – October 2024
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Anna Bird, Assistant Director – Business, Partnerships and Inclusion
DATE:	29 October 2024

The Health Board’s Black, Asian and Minority Ethnic Advisory Group supports the Health Board’s work to mainstream equality, diversity and inclusion and has ownership and oversight of the work to meet the requirements of the Anti-racist Wales Action Plan and identify and implement a local action plan.

When it was launched, the Anti-racist Wales Action Plan initially covered the period June 2022 – June 2024, and the priority actions for the health sector were intended to act as a catalyst for the development of a local action plan, which shows how the Health Board is contributing to the vision of Wales becoming an anti-racist nation by 2030. The local action plan (Appendix 1) continues to evolve in response to emerging evidence and local issues, including the analysis of workforce equality information, and the results of the NHS Staff survey and Workforce Race Equality Standard annual reports.

The local action plan sets out the actions based on the six overarching themed areas outlined in the national Anti-racist Wales Action Plan. An update for each themed area is provided below.

Theme: People’s experience of racism in everyday life

As requested by Welsh Government, Diverse Cymru were asked to carry out an audit on workforce policies. Some of the actions included:

- Not using the acronym BAME any longer – The Health Board uses Black, Asian and Minority Ethnic and minoritised communities generally and, the individual ethnicity is used when referring to a specific community, such as Traveller, Chinese or Indian.
- Improving the culture to provide staff with an understanding of micro-aggressions and acknowledge where racism exists – cultural intelligence training is offered to all staff and attendance at Active Bystander training remains popular and provides staff with the knowledge and confidence to challenge inappropriate and racist behaviour. An all Wales e-learning module on anti-racism has just been launched which all staff will be encouraged to complete.
- Race Equality Networks should be supported to have a voice and run activities themselves - The Black, Asian and Minority Ethnic Staff Network are invited to be members of the Black, Asian and Minority Ethnic Advisory Group and have been encouraged and supported to organise events such as Diwali celebrations, activities for Black History Month and set up interest groups such as a book club.

During July and August, the UK saw racist riots and demonstrations so the Health Board shared a statement that racism and mistreatment of staff would not be tolerated and provided staff with sources of support. Despite their own feelings of concern about the riots and racist opinions being shared publicly and via social media, members of the Black, Asian and Minority Ethnic staff network were keen to be a point of contact for colleagues and to signpost to other sources of support if necessary.

Next steps - The Black, Asian and Minority Ethnic Advisory Group would like to see the Health Board adopt an anti-racist pledge, to demonstrate its commitment to being an anti-racist organisation that promises to remove discrimination and will not tolerate racism of any kind.

Theme: People's experience of racism when accessing services

During June, the Community Development Outreach team delivered lunch and learn sessions on health barriers for Gypsy, Roma and Traveller communities and supporting refugees in our care. For NHS Equalities week, they delivered a session to NHS colleagues across Wales on health inequalities in rural areas, which included the health inequalities experienced by minoritised communities. During each session, the importance of using interpretation and translation services was highlighted as ineffective communication is a patient safety issue so it is essential that patients and carers who don't speak English or Welsh are able to communicate in their preferred language.

Next steps – specialist training will be delivered by the end of March 2025 on the following topics:

- Working with Minority Ethnic Children, Young People and Families
- Religion and Belief
- Anti-racism

Theme: People's experience of being part of the workplace

While the Health Board has ways for staff to raise issues of concern that they're experiencing such as Speak Up Safely and the Working in Confidence platform, the NHS staff survey showed that 7% of respondents had experienced discrimination at work from colleagues and 7% said they had experienced discrimination at work from patients, their relatives or members of the public. While the response rate to the staff survey was very low, at 12%, even one incident of discrimination will not be ignored, and a Bullying and Harassment task and finish group is being re-established to explore and address these issues.

Wrap around support is being provided by the OD Relationship Manager service and ongoing training is being developed by Learning & Development. Leading with Cultural Intelligence training/workshops include:

- Exploring Culture and its relevance to Inclusion and Belonging.
- Introducing Cultural Intelligence and Cultural Value Dimensions – How do our Cultural Preferences inform our behaviour, attitudes and how we lead and engage others.

- Exploring three Cultural Value Dimensions - High Power/low Power Distance, High Context/Low Context, Expressive Neutral/Expressive Affective – How do these inform the way we behave and the way we relate to others.
- Managing and mitigating our biases and negative stereotypes in the way we engage and lead.

Cultural Intelligence training is available to all staff and 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.

Every directorate across the Health Board is supported by an OD Relationship Manager (ODRM), who focuses on promoting and providing proactive and responsive support across the Health Board through engaging with services to facilitate an understanding of what makes the greatest difference in improving the experiences of their staff. They work collaboratively to build a true picture based on the interpretation of qualitative and quantitative intelligence from various workforce data sources, including a bespoke culture survey that was designed in line with the Health Board's cultural themes. This informs the co-creation of strategically aligned People Culture Plans.

This year, we undertook intersectional analysis of our workforce equality and pay gap data, in recognition that many people will have more than one protected characteristic. Certain aspects of who we are, for example our race, gender, faith and socio-economic status can increase our positive experiences, but could also contribute to negative experiences made worse by the combined effects of multiple discrimination, barriers and challenges. The analysis highlighted potential systemic issues which will require further investigation:

- **Ethnicity and Recruitment:** The data showed that of all job applications received 70.5% (n=31,178) were from racially minoritised groups. It should be noted that some applicants are screened out prior to shortlisting if they do not meet the correct visa/right to work status, or do not hold the relevant professional registrations required for the post e.g. NMC registration. However, our data shows that 21.4% of shortlisted applicants were from racially minoritised groups, and of the 3,016 positions offered only 16.2%, or 490 applicants, had ethnicity recorded as Black, Asian or other minority ethnic group.
- **Ethnicity, Pay Gap and Career Progression:** The intersectional analysis looking at multiple characteristics showed that there are no racially minoritised staff (male or female) at pay bands 8b, 8d and 9.

Further analysis of 544 newly qualified nurses who gained registration in 2022, 2023 and 2024 (to date) has revealed that 51 staff have progressed from Band 5 to Band 6, and 1 staff member has progressed to Band 7. However, of the 51 newly qualified staff progressing to Band 6, only 3 (5.8%) are recorded on ESR as representing minoritised ethnic groups, and none have been promoted to Band 7 during the period being reviewed.

Next steps – The workforce equality data and pay gap reports were presented at the Health Board's September Board meeting, along with the findings of the intersectional analysis. A Board development day will be scheduled to scrutinise the data further and to agree the areas of action the Board would like to see progressed and monitored during the first two years of the next SEP reporting period (2024-2026).

Theme: People's experience of gaining jobs and opportunities

There has been increased participation in under-represented groups within the Health Care Apprenticeship Programme and support has been given to the new apprentices including information on prayer spaces and introduction to colleagues who are members of the Black, Asian and Minority Ethnic staff network.

Over the past six months, there has been a focus on improving data capture to allow the recording, monitoring, and evaluation of the uptake of training and learning opportunities. By digitalising these systems, it allows access to equality data through ESR. Training opportunities are being promoted through underrepresented groups, to widen awareness, increase diversity and provide opportunities for all.

The Diversity and Inclusion team are now delivering 'Being an inclusive manager' sessions as part of LEAP and the Hywel Dda Manager programmes. The data from our Workforce Equality reports is being used to highlight inequities, especially for our Black, Asian and Minority Ethnic and female workforce, and generating case study discussions with managers attending development programmes, as a way of showing the inequity that they are probably not aware of and what they can do, in their own sphere of influence to make a difference.

Our new process to recruit to leadership positions at Band 8C and above is an opportunity for a greater range of selection aspects to be introduced, beyond an interview, where individuals have the chance to reveal their talent through psychometrics and showcase themselves amongst a wider group of stakeholders. This reduces unconscious bias and the halo effect and challenges appointing panels to consider several sources of evidence beyond just the interview panel questions.

This should lead to the access portal to senior positions becoming wider and more diverse over time, addressing issues of career progression for minoritised groups too.

Next steps – The Recruitment team will focus on ensuring equitable, fair and unbiased recruitment processes. A task and finish group will be established to undertake a deep dive into the recruitment data and the discrepancy in the proportion of minority ethnic applicants being offered posts.

The EDI Team have committed to work with the Prince Philip Senior Management Team who have raised a concern about the diversity of their senior team. The work will involve colleagues from recruitment and culture and focus on working with recruiting managers, to ensure our diverse workforce are given equal opportunities to progress and develop and that recruitment practices are fair and unbiased.

Theme: People's experience of when they lack visible role models in positions of power

Further to the actions for recruitment and opportunities outlined in the previous section, work is underway to increase the diversity of applicants, for the Assistant Director talent pool, which is part of the Health Board's talent management and succession planning approach, that aims to develop staff and create a sustainable leadership pipeline.

Next steps - As part of the Anti-racist Wales Action Plan, Welsh Government committed to the development of an Aspiring Board members programme by December 2023. While the programme is behind schedule, the first cohort to join the programme are expected to start in May 2025. It is recognised that Boards need to be representative of their workforce and diversity of membership draws on wider lived experiences and provides a greater understanding of under-represented groups. The aim of the programme is to create a robust pipeline of diverse applicants but, as well as non-executive Director positions, the programme is intended to help individuals recognise the wider opportunities that exist within Health.

Theme: People's experience of racism as a refugee or asylum seeker

One of the main ways that the Health Board continues to support refugees and asylum seekers is through the work of the Community Development Outreach team who support refugees and asylum seekers by removing barriers to accessing services, working in partnership with colleagues in Unscheduled Care, Primary Care, Public Health, Local Authorities, and Third Sector organisations such as EYST.

Next steps - The Health Board will continue to work through the Community Development Outreach Team to engage with and support refugee and asylum seekers to access health and care services. This will involve working closely with regional and local community cohesion teams and promoting staff awareness of the needs of refugees and asylum seekers through training and awareness raising activities.

Conclusion

This report provides an update on the work which has been undertaken between April-September 2024 to implement actions aligned to the Anti-racist Wales Action Plan, and within the Health Board's own local action plan.