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Bwrdd Iechyd Prifysgol
Aneurin Bevan
University Health Board



Strategic Equality Plan 2024/28: Update on progress

Aneurin Bevan University Health Board
Equality Objectives: 3 P's for Inclusion

Foreword



It is with great pride that I reflect on the progress made in the first year of our Strategic Equality Plan (2024–2028). This plan outlines our commitment to advancing equality, eliminating discrimination, and fostering inclusion, both as an employer and in the services we provide.

Over the past year, collaboration with staff and stakeholders has been instrumental in driving this agenda forward, ensuring our values and behaviours are embedded in everything we do. As we continue this journey, I look forward to strengthening partnerships and building on our achievements to create a truly inclusive and equitable environment for all.

Nicola Prygodzicz, Chief Executive Officer

Introduction

The Health Board's Strategic Equality Plan for 2024–2028 was approved by the Board in March 2024. This plan builds upon our previous initiatives and incorporates refreshed and new objectives, developed through extensive engagement and consultation.

The consultation also included a number of patient representatives and wider partners. In addition, the objectives were aligned to the key priorities outlined in “Is Wales Fairer?” Report 2023, the Making Gwent Fairer Report and key strategic drivers including; our People Plan, Anti-Racist Wales Action Plan, LGBTQ+ Action Plan, Accessible Information Action Plan and Disability Action Plan.



Within the plan there are 59 Equality Objectives which were developed in collaboration with the Staff Diversity Networks, Trade Unions, Llais and Stakeholders.

The SEP builds on our work in this area over the past 5 years and is underpinned by our People Plan objectives, our Values and Behaviours, and Annual Plan. It provides a blueprint for creating an inclusive environment for all our staff and a framework to ensure that we deliver an appropriate and inclusive service to patients.



The purpose of this document is to provide an update against the year one priorities of the Strategic Equality Plan (SEP) and Equality Objectives for 2024 - 2028.

March 2025 marks the end of the first year of our current Strategic Equality Plan and in accordance with the Public Sector Equality Duty 2011 we are required to publish an update of our performance against the year 1 priorities.



Within the SEP the priorities are split into our agreed areas of focus: **Our Patients, Our People, Our Population (the 3Ps of Inclusion).**



The priorities are broken down into the year they are due to commence and over the three-year duration of the plan.

42 of the 59 priorities were due to commence in year 1 (2024/25), delivery of these priorities extends over the three year duration of the plan.

All of the year 1 priorities have commenced and are in varying stages of progress. There has also been progress made with several priorities that are outlined in the plan to commence in year 2+.

**Beyond Compliance,
Towards Change**

We have legal duties

The Equality Act 2010: the Public Sector Equality Duty (PSED) requires all public bodies to consider all individuals when carrying out their day-to-day work in shaping policy, in delivering services and in relation to their own employees. We must demonstrate 'due regard' to the three aims of the general duty of the Equality Act 2010 which are:

- Eliminate unlawful discrimination, harassment or victimisation;
- Advance equality of opportunity between people who share protected characteristics and people who do not share them;
- Foster good relations between people who share protected characteristics and people who do not share them.

The Equality Act 2010 protects anyone who falls into a ‘protected characteristic’:



- Age
- Disability
- Ethnicity
- Gender Reassignment
- Marriage & Civil Partnership
- Pregnancy & Maternity
- Religion/Belief
- Sex
- Sexual Orientation

Why a Strategic Equality Plan?



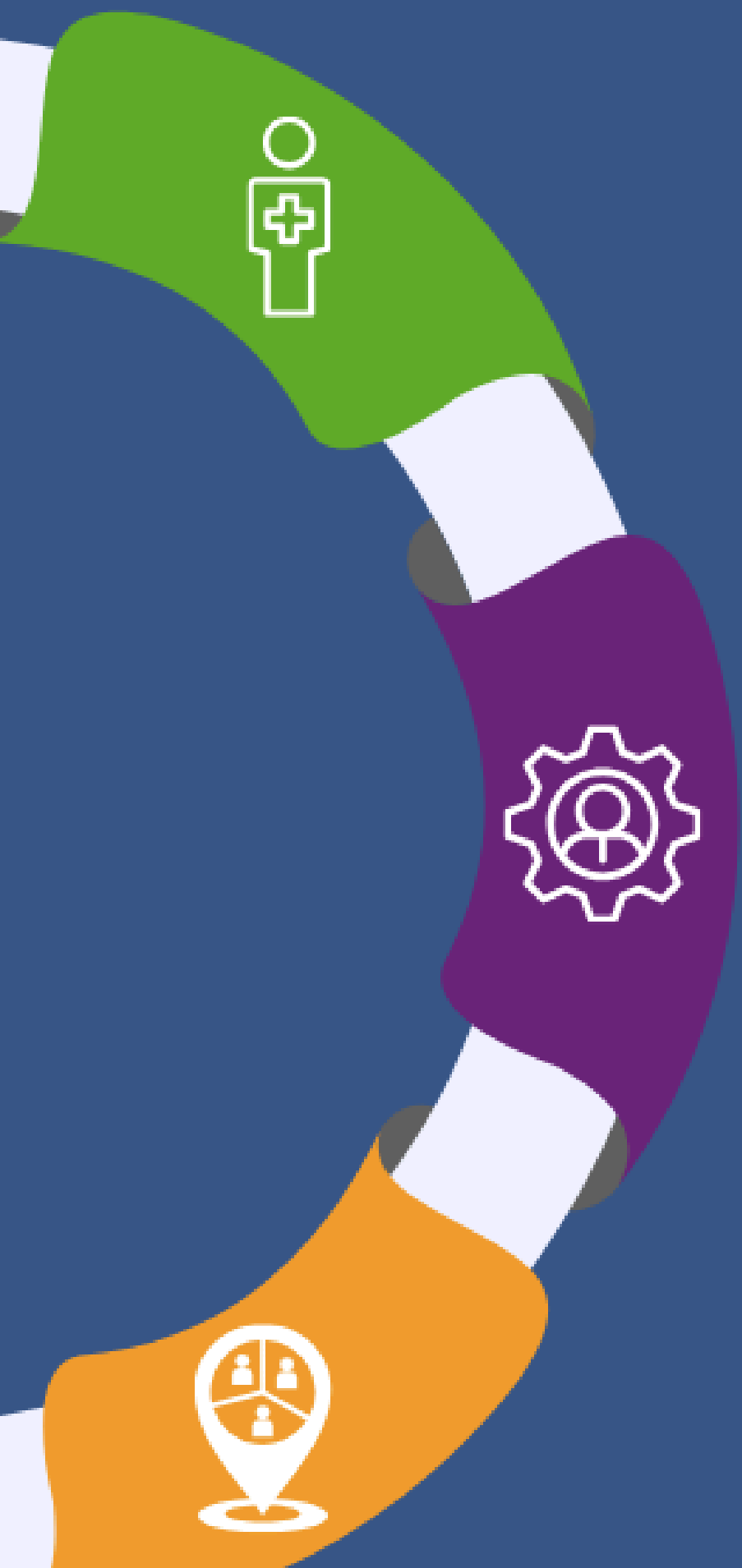
**A reminder
of our
Objectives:**

Our Equality Objectives: 3 P's for Inclusion

As a Health Board, we aim to provide safe, high-quality care and improve the health and wellbeing of the population we serve. However, the data tells us that it is getting harder, not easier for people in communities across Gwent to live healthy, fulfilled lives (Building a Fairer Gwent, 2023). This Plan, therefore, supports the Building a Healthier Gwent ambition, to ensure that the places where we live, work, learn and play make it easier for people in our communities to live healthy, fulfilled lives.

We recognise that delivering great care starts with great people. According to Gallup, “Psychologically committed, or engaged, employees are the key to improving patient satisfaction and loyalty.”

Focusing on Equality, Diversity and Inclusion within an organisation can improve Employee Experience (Deloitte, 2023). We know that truly understanding and valuing our people is key to unlocking their potential.



PATIENTS

Positively engage and actively listen to our patients and embed the principles of co-production and co-design

PEOPLE

Create an inclusive and supportive culture based on building and maintaining relationships

POPULATION

Make better use of data to understand and to proactively and systematically work to reduce health inequalities

Objective 1 - Our Patients



Our Pledge: By 2028, we will take action to positively engage and actively listen to our service users and embed the principles of co-production and co-design.

- Ensure our services are accessible to all our patients and carers who require care, treatment and support.
- Ensure the information we provide can be adapted to meet individual needs.
- Living our Health Board's values, we will strive to provide personalised and compassionate care while respecting different people's needs, aspirations and priorities.
- Ensure service users and carers have a positive experience of our services and are not disadvantaged in any way.
- Continue to align our service plans with current and emerging Welsh Government Plans and Standards (e.g., Anti-Racist Wales Action Plan, LGBTQ+ Action Plan, Workforce Race Equality Standards, and Disability Rights Action Plan, etc).
- Continue our commitment to actively listen to our patients, carers, and the public, and amplify the voices of seldom-heard communities, to inform a process of continuous improvement and innovation.

Objective 2 - Our People



Our Pledge: By 2028, we will take action to create an inclusive and supportive culture based on building and maintaining relationships.

- To create an environment that embraces diversity and promotes inclusion. We recognise the importance of providing a safe and caring environment for staff where they can be themselves at work.
- Ensuring we develop an inclusive organisation with a diverse workforce representative of the communities we serve is critical to achieving this ambition.
- We will continue to align our workforce plans with current and emerging Welsh Government Plans and Standards (e.g., Anti-Racist Wales Action Plan, LGBTQ+ Action Plan, Workforce Race Equality Standards, and Disability Rights Action Plan, etc).
- Analysis of our current workforce demonstrates there are areas of under-representation within certain groups of our staff. These include lower numbers of staff aged 25 and under, LGBTQ+ staff, and staff from various religions/beliefs compared to the local population. There are also lower numbers of male staff as a proportion of the overall workforce and lower numbers of ethnic minority staff in senior roles.
- We will monitor the data and investigate gaps to ensure everyone has equity of access and opportunity.

Objective 3 - Our Population



Our Pledge: By 2028, we will make better use of data to understand and to proactively and systematically work to reduce health inequalities.

- To provide safe, high-quality care and improve the health and wellbeing of the population we serve. However, the data tells us that it is getting harder, not easier for people in communities across Gwent to live healthy, fulfilled lives (Building a Fairer Gwent, 2023). This Plan, therefore, supports the Building a Healthier Gwent ambition, to ensure that the places where we live, work, learn and play make it easier for people in our communities to live healthy, fulfilled lives.
- As we benchmark our equality data against our local population, we also monitor the equality data of our patients through local and national surveys. This allows us to monitor any disproportionate impacts which may be identified and put actionable steps in place to resolve inequalities.
- To ensure that all groups can access our feedback methods we will build on and improve our accessibility of feedback tools and work with our community partners to share this across the Gwent region.

An overview of progress against all year 1+ priorities is outlined in the following subject matter themes that underpin the 3 P's.

LGBTQ+

**Wales Race Equality
Standards (WRES)**

**Patient / Public
Engagement**

**Accessible
Information**

**Staff Networks /
Advisory Groups**

**Widening
Participation**

Disability

Armed Forces

**Equality Impact
Assessments (EQIAs)**

LGBTQ+

In year 1, we committed to:

- Focusing on promoting awareness and inclusion of LGBTQ+ communities within our services.
- Aligning our priorities in the All Wales LGBTQ+ Action Plan to our programme of work.
- Engaging with staff, patients and the public around their experience of working and accessing services within the Health Board.



LGBTQ+

In year 1, we have:

- Attended each Pride Event in Gwent.
- Engaged and collated feedback from over 131 participants during the events around “What is important to make you feel healthy”. The feedback themes included:
 - Physical and Mental Health
 - Healthcare Access and Services
 - Social Connection and Support
 - Equality, Diversity and Inclusion
 - Work Life Balance and Daily Life
 - Healthy Living and Environment



In February 2025, we commenced our work on the development of an Aneurin Bevan University Health Board LGBTQ+ Action Plan. A series of workshops will be held to engage with staff and the public to inform our programme of work.

Accessible Information

In year 1, we committed to:

1. **Driving forward engagement strategies to continue to improve our accessible information for all our staff and the public.**
2. **Embedding the priorities of the All-Wales Accessibility Action Plan.**
3. **Engaging with staff, patients and the public with accessibility needs around their experience of working and accessing services within the Health Board.**



SignLive

Accessible Information

In year 1, we have commenced a number of projects with services across the Health Board:

The Eye Clinic at Royal Gwent Hospital is implementing an action plan to enhance patient experience, developed in collaboration with clinical leads following an audit. The plan includes several key initiatives:

- **Visually Better Spaces:** The clinic is set to become the Health Board's first site awarded this recognition by the Royal National Institute of Blind People (RNIB).
- **Colour Contrast Improvements:** Works and Estates are upgrading colour contrasts to improve accessibility.
- **Visual Awareness Training:** RNIB's training, delivered to 60 staff members on February 11, 2025, is CPD accredited and supports better care for visually impaired patients.
- **RoomMate Installation:** The clinic will install RoomMate, an electronic device offering tailored audio descriptions in accessible toilets. Efforts are underway to ensure it is available in both English and Welsh.

Once completed at Royal Gwent Hospital, these improvements will be rolled out to Nevill Hall and Ysbyty Ystrad Fawr Hospitals.



Accessible Information

Visual Awareness Training:

To date, 9 monthly sessions have trained 67 staff members, receiving overwhelmingly positive feedback. Participants praised the informative content, engaging delivery, and practical exercises, with many reporting increased confidence in supporting visually impaired colleagues. Hands-on activities, such as guiding a blindfolded person, provided valuable insights into accessibility challenges.

The training effectively raises awareness, builds confidence, and equips staff with practical skills, with many recommending it be made mandatory.



Disability Action Plan

In year 1, we committed to:

- 1. Making progress towards ensuring disability considerations were embedded in planning and decision making.**
- 2. Working towards improving access and experience for all staff and the public who have a disability.**
- 3. Engaging with staff, patients and the public with disabilities around their experience of working and accessing services within the Health Board.**



Disability Action Plan

In year 1, we launched several projects while also advancing efforts to enhance service accessibility for both staff and patients.

Health and Well-Being Passport for Staff



➔ A new Health and Well-Being Passport has been created through a collaboration involving Equality, Diversity and Inclusion, Occupational Health, and representatives from Trade Unions. It is currently in the pilot phase.

➔ The passport aims to assist and support individuals working within the Health Board who may have difficulties managing their health, wellbeing, or care giving responsibilities whilst in the workplace.

Disability Action Plan



We currently hold Level 2 Disability Confident status and aim to achieve Level 3 by Q2 of 2025/26. This recognition enhances our reputation as an inclusive employer, attracting diverse talent, improving engagement, and strengthening our brand. It also supports corporate social responsibility, enhances service accessibility, and fosters innovation while boosting stakeholder confidence.

We are currently applying for Visibly Better Employer status with the RNIB, reinforcing our commitment to an accessible, inclusive workplace for blind and partially sighted employees. This recognition enhances our brand, supports compliance, strengthens corporate social responsibility, attracts talent, boosts engagement, and provides expert guidance for ongoing accessibility improvement.

R N I B

Visibly Better

Employer

Wales Race Equality Standards (WRES)

In year 1, we committed to:

1. Strengthening our demographic data.
2. Using data insights to strengthen disparities in patient and staff experiences.
3. Aligning the WRES priorities outlined in the All-Wales Race Equality Action Plan to our programme of work.
4. Engaging with staff, patients and the public around their experience of working and accessing services within the Health Board.



Wales Race Equality Standards (WRES)

In year 1, we have made progress on initiatives that align with the findings of the Health Board's WRES report.

In June 2024, the Health Board received its Wales Race Equality Standards (WRES) Report. The report detailed the Health Board's workforce race equality data, focusing on representation, development, disciplinary equality and institutional culture.

The report outlined both its key both positive findings and areas for further improvement across the organisation.



Wales Race Equality Standards (WRES)

The key findings within the WRES report have been worked into the overarching Strategic Equality Plan, however, the summary areas of findings are:

Positive Findings:

- 1. Equal Access to Non-Mandatory Training and Continuing Professional Development**
- 2. Parity in Shortlisting to Interview Process**
- 3. Structured Support for Reapplication**
- 4. Inclusive Training Programmes**
- 5. Commitment to Long-Term Improvement**

Areas for Improvement:

- 1. Absence of Ethnic Minority Board Membership**
- 2. Progression to Senior Grades**
- 3. Ethnicity Declaration Rates**
- 4. Likelihood of Appointment and Capability Processes**
- 5. Experience of Discrimination and Harassment**

Wales Race Equality Standards (WRES)

Year 1 Initiatives:

International Medical Graduates (IMG) Induction -

We celebrate our internationally educated colleagues through the IMG Induction Day, currently held twice yearly. In collaboration with the GMC, we plan to expand to three sessions annually.

The programme supports internationally educated colleagues in integrating, adapting to cultural change, and accessing help. So far, 38 individuals have completed the IMG induction, with 20 more booked. Feedback has been highly positive, with attendees feeling well-prepared for their role.



Medic Mentor - Clinical colleagues have developed the Medic Mentor Scheme to support internationally trained doctors. The Buddy Scheme complements existing supervision by providing informal guidance during their transition. With 10 mentors in place, the scheme will launch after the next IMG induction on 17 March 2025.



The poster features the GIG NHS logo at the top right, with the text 'GIG NHS' and 'World Health Premier Area in Oman University Health Board'. The central image shows a group of people in a meeting, with the text 'ABUHB MEDIC MENTORS' overlaid. Below this are three circular icons: 'Mentorship' (two people talking), 'Support' (a hand holding a heart), and 'Networking' (a group of people). Each icon has a list of bullet points describing the benefits of the scheme.

ABUHB MEDIC MENTORS

Mentorship

- Gain experience in mentoring
- Opportunity to demonstrate and develop leadership skills

Support

- Provide informal support to IMGs
- Provide guidance to IMGs in starting work, especially when faced with professional challenges in AHS and life challenges when settling in

Networking

- A sense of fulfillment from helping others and hopefully make a new friend



Anti-Racism E-learning Roll out - to be compliant by December 2025.

Reverse Mentorship - Launched in July 2024, our Reverse Mentorship pilot programme connects Black, Asian, and Ethnic Minority staff with Executive and Board Members. With six participants (three partnerships), comprising of two Executives and one Board Member. The pilot runs until July 2025 for a full evaluation. Initial feedback has been positive.

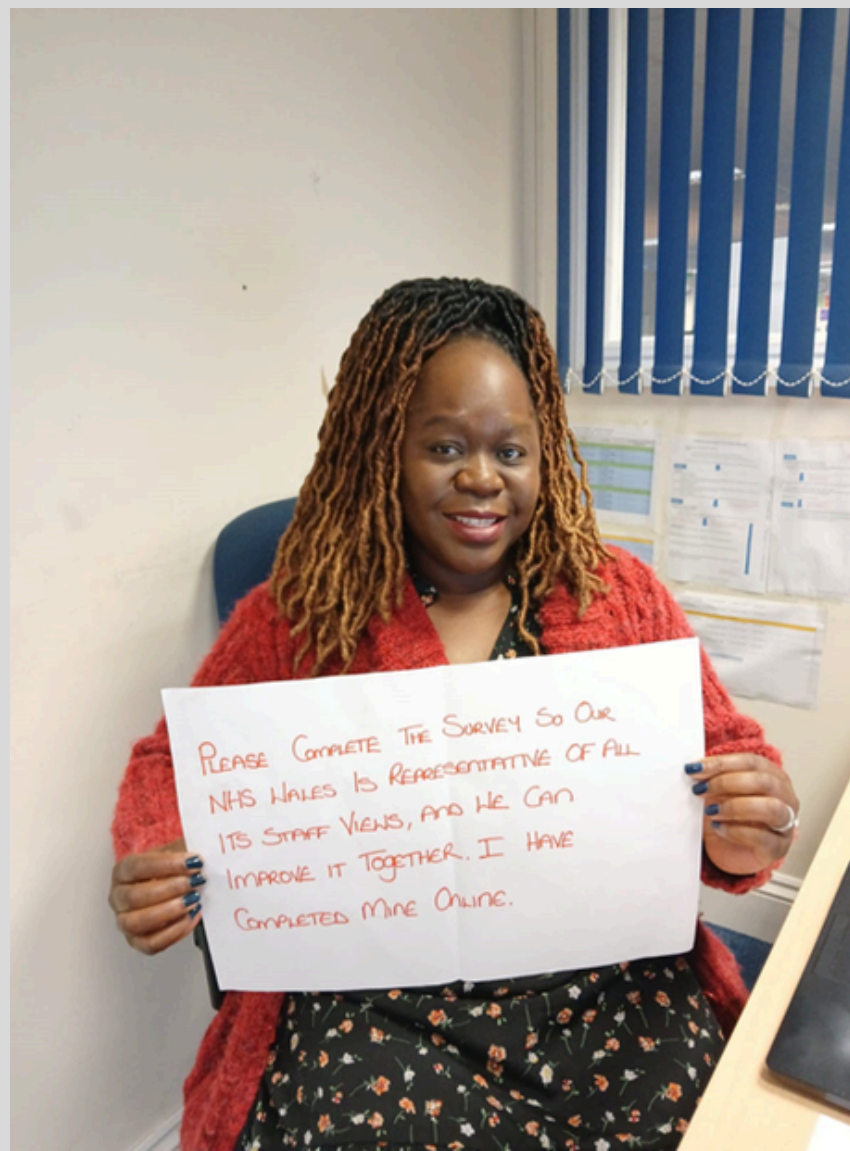
Article



Improving Employee Experience- As part of NHS Wales 'Improving Employee Processes' work, our Employee Experience team, with EDI support, developed a blog featuring Dr. Jaideep Kitson for HEIW's Gwella platform. It explores the impact of employee investigations on minority ethnic professionals and aligns with WRES recommendations to assess whether they face higher rates of capability processes.

Diverse Cymru's Cultural Competence Certificate Scheme

In October 2024, our Patient Experience and Involvement Team received a Silver Award Distinction for demonstrating cultural competence, following submission of their Culturally Competent Certification Scheme Workbook. This award-winning tool promotes fair and equitable services for Black, Asian, and Minority Ethnic people in Wales. After self-assessment and verification by Diverse Cymru, the team is now sharing their learning to help other Health Board teams achieve the certification.

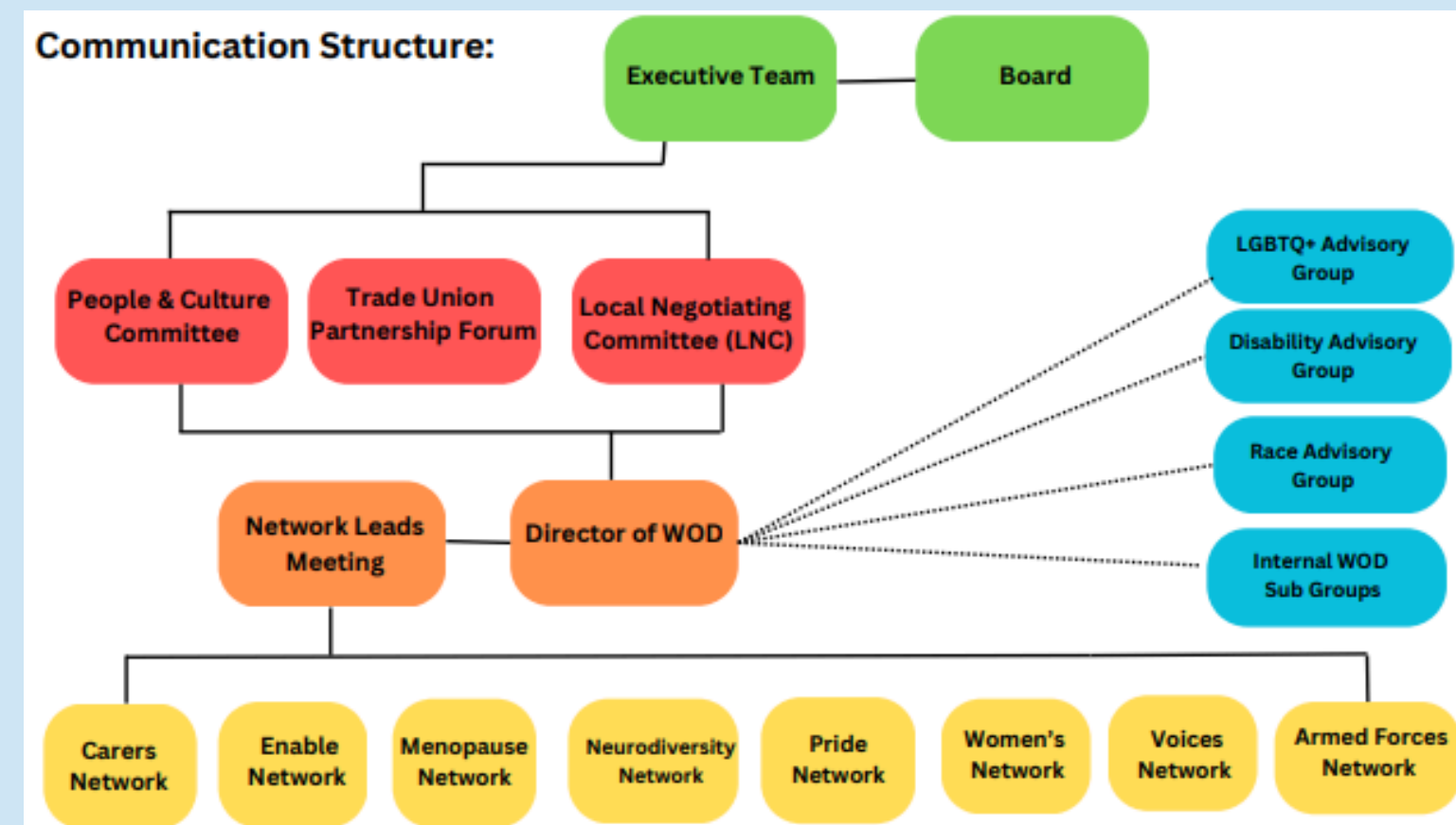


Aspiring Board Members: In 2024, the Health Board launched an Aspiring Board Member development programme for individuals with protected characteristics. This six-month scheme, starting in September 2024, helps participants build the skills to become Independent Board Members in a large organisation. A national version of the programme is being developed. It aligns with the Health Board's commitment to WRES and Equality Action Plans to boost talent pipelines from under-represented groups.

Staff Networks & Advisory Groups -

In September 2024, we introduced a Staff Networks Strategic Communication structure to enhance governance and ensure feedback shapes our strategic plans. Our advisory groups continue to evolve, with a new Accessible Information Advisory Group launched in December 2024 to oversee the All-Wales Accessible Information Action Plan. We are also establishing a Disability Advisory Group to guide the renewed All-Wales Disability Action Plan. Our Race Advisory Board meets bi-annually, and the LGBTQ+ Advisory Board is being re-established as part of our ongoing LGBTQ+ Action Plan.

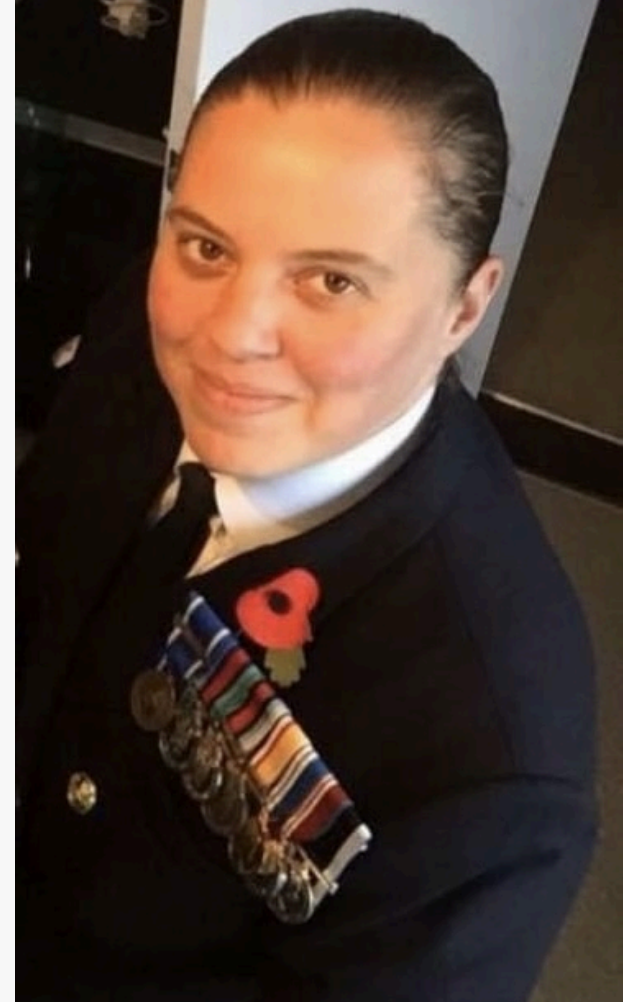
We currently have seven active staff networks, including Carers, Enable, Menopause, Neurodiversity, Pride, Women's, and Voices. Each network has a Chair and Executive Sponsor, and regular meetings are held. We are reviewing the Terms of Reference through a new Network Chair meeting structure.



Armed Forces:

Our new Armed Forces Covenant Lead commenced their 12-month fixed-term contract at the end of November 2024.

The key priorities for the Armed Forces Covenant Lead focus on strengthening the Health Board's commitment to the Armed Forces, veterans, and reservists. This includes enhancing the Health Board's alignment with the Armed Forces Covenant and Defence Employer Recognition Scheme, revitalising the Armed Forces Staff Network, and developing a Gwent-wide partnership to support Armed Forces personnel and veterans. Additionally, priorities include improving data quality, offering better support and career development for reservists, and creating a clinical pathway for Armed Forces personnel. Efforts will also be made to enhance recruitment through the "Step Into Health" initiative and explore the role of champions across the Health Board. Collaboration with regional armed forces units and charities will also be a key focus.



Patient / Public Engagement and Feedback:

In year 1, we committed to ensuring structured engagement plans were in place with all stakeholders and partners to improve inclusivity, representation and patient experience.

We have developed a model for engaging with the public through community events and Wellbeing Networks, focusing on initiatives like Dementia Friendly Communities, bereavement, end-of-life care, and volunteering.

The Health Board collaborates with various partners, including colleges, equality leads, Diverse Cymru, local authorities, charities, and organisations such as GAVO, WCVA, Stroke Association, Coleg Gwent, and Helpforce. This holistic approach helps us engage with the Gwent population and drive service improvements.



Widening Participation:

In year 1, we committed to focus on strengthening school partnerships to promote healthcare careers among under-represented groups and develop outreach programs to inspire diverse young people to consider NHS careers.

The Equality, Diversity and Inclusion and Learning and Development functions have collaborated to enhance our Work Experience offer, aiming to attract under-represented talent and raise the Health Board's profile as an Employer of Choice. This includes internal initiatives like Learning at Work Week and the creation of a 'Hosting Inclusive Work Experience Placements for All' Toolkit.



Widening Participation:

Additionally, a Widening Participation Grant was awarded to develop "Skills Surgery," a project introducing Year 6 pupils to healthcare careers. In partnership with Pill Primary School, students participated in workshops that featured diverse role models and career activities. The initiative has received positive feedback, and plans are underway to expand to more schools and provide resources for independent delivery.



Equality Impact Assessments (EQIAs)

We committed to continue to review our EQIA process and ensure EQIAs are part of the decision-making processes to assess the impact on vulnerable groups.

We are rolling out EQIA training across the Health Board, with monthly EQIA panels and the development of a simplified guide for managers to ensure timely EQIA completion. EQIA prompts and outcomes are now included in all Health Board committee and Board papers. Ongoing work ensures compliance with EQIA requirements.

The revised SEP will improve outcomes for under-represented staff, enhancing inclusion across the organisation. The Head of Equality, Diversity, and Inclusion attends the Trade Union Partnership Forum, where members contribute to SEP implementation. This work will help reduce inequalities, ensuring everyone receives high-quality, accessible care and improving the collection and response to feedback from those with poorer care experiences.



Measures of Success

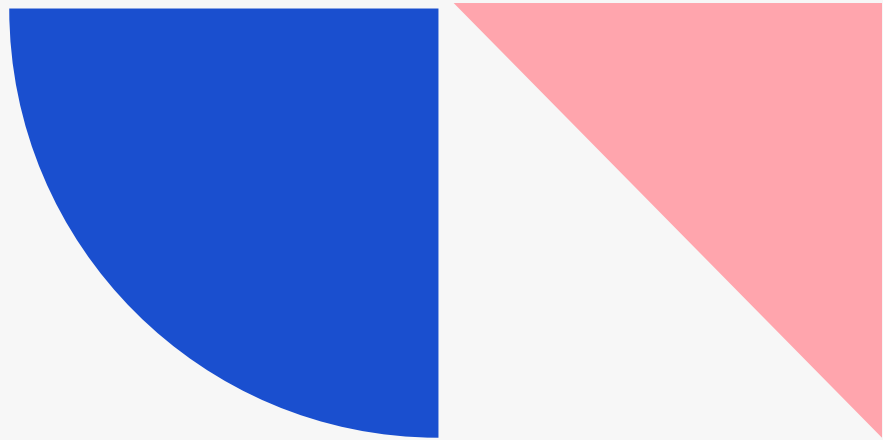


The Plan and its supporting programmes will continue to be monitored and measured by the Health Board through a range of appropriate metrics; including where possible, qualitative information. Progress will be published annually in the Health Board's Annual Strategic Equality Plan update report.

The actions within the strategy provide a number of proposed and illustrative measurements, some of which are already routinely monitored and others not yet established.

Summary

In summary, significant progress has been made in key areas, with a continued focus on embedding EDI principles into operational and strategic decision-making. Further work is required to improve our equality data, which continues to remain static, enhance data-driven insights, continue to improve accessibility, and to further ensure meaningful engagement with diverse communities.



Glossary

Co-design - an approach to designing solutions, in which community members are treated as equal collaborators in the design process.

Co-production - a way of working, whereby everybody works together on an equal basis to create a service or come to a decision which works for them all.

Cultural Intelligence - increasing our understanding of the ways that different cultures operate within organisations to develop language and behaviours that promote better problem-solving.

Discrimination - Discrimination means treating someone 'less favourably' than someone else, because of a protected characteristic.

Electronic Staff Record (ESR) - a HR and payroll database system commissioned by the Department of Health and Social Care used by the Health Board.

Equality impact assessment - a process designed to ensure that a policy, project or scheme does not unlawfully discriminate against any protected characteristic.

Experts by Experience - people who have personal knowledge of our services, either through their use of those services or through caring for someone else.

Inclusion Champions - members of staff who take responsibility for key inclusion and diversity objectives and visibly role model inclusion across the organisation.

Glossary

LGBTQ+ - an abbreviation for lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual, and more.

Marmot Principles - eight policy areas defined by Sir Michael, which include early years development, employment, living standards, communities, ill-health prevention, discrimination, and environmental sustainability.

Microaggression - a comment or action that subtly and often unconsciously or unintentionally expresses a prejudiced attitude towards another.

Prejudice - Any attitude held towards a person or group that is not justified by the facts. Prejudice includes negative and positive attitudes towards people solely on the basis of a protected characteristic.

Talent Management Strategy - how the Health Board intends to bring employees on board, keep them happy and productive and help them continue to develop their skills over time.



Contact Us

If you have any questions about this Plan or would like it in an accessible format (large print Braille, audio, BSL and/or languages) please contact us using the details below:

Equality, Diversity and Inclusion

abb.edi@wales.nhs.uk

SEP Actions RAG STATUS

Green	On Track
Blue	Not yet due to commence
Yellow	Off Track

Action Plan - Objective 1

Actions	Year			RAG
Review the effectiveness of our Interpretation and Translation tools (including British Sign Language) and increase our workforce awareness of accessing them.	1			Green
Create communication passports which enable people to share their communication needs.	1			Green
Ensure new estate plans have the involvement of patients and the Equality, Diversity and Inclusion Team to ensure the patient voice is at the centre of all change.	3+			Blue
Build accessibility considerations into current audits and frameworks for assessing the environment.	3+			Blue
Collaboratively engage with patients and carers when completing service change and design.	2+			Blue

Action Plan - Objective 1

Actions	Year			RAG
Develop service-level equality checklists to create awareness around the impact of health inequalities.	1			
Develop Inclusion Champions network to operate across our services, actively supporting the identification and sharing of best practices, skills and knowledge around inclusion and health inequalities at service level.	1			
Continue to monitor the protected characteristics of people who have concerns/complaints about our services and ensure any trends are escalated accordingly.	1			
Introduce Cultural Intelligence training for staff, co-produced with 'Experts by Experience'.	2+			
Further embed the <u>Duty of Quality</u> in our work in line with the Health and Care Quality Standards.	1			

Action Plan - Objective 1

Actions	Year			RAG
Align service plans with emerging national and organisational strategic drivers (e.g. Anti-racist Wales Plan; LGBTQ+ Action Plan, Disability Action plan, Code of Practice for Delivery of Autism Services).	1			
Develop a Co-production and Co-design Framework.	2+			
Introduce Self Assessment Tools for services to assess how well providers and local systems meaningfully engage with diverse communities.	2+			
Work collaboratively with partners (e.g., Local Authorities, Colleges and Universities, Third-Sector organisations, etc) to maximise on engagement and consultation opportunities across Gwent.	1			

Action Plan - Objective 1

Actions	Year			RAG
Develop service-level engagement strategies that have a grassroots approach and ensure that practices respond to patient feedback and feature co-design principles.	1			
Reach out to people whose voices and experiences we don't often hear: people who are the most disadvantaged in our society, have had distressing or traumatic experiences, and those who are more likely to experience poor outcomes and inequalities.	1			
Develop and roll out staff guidance for Accessible Information.	1			
Provide service users and carers who may have specific communication needs, information in an easy and accessible format.	1			
Work with local communities to make the most of existing sources of feedback so people don't have to repeat themselves.	1			

Action Plan - Objective 1

Actions	Year			RAG
Develop innovations to improve the recording of communication needs (e.g., Easy Read, BSL, large print, by telephone, electronically, etc.)	1			
Embed Equality Impact Assessments into frameworks and provide local teams with tools to help them assess how well providers and services are complying with their equality duties.	1			
Periodically review the Equality Impact Assessment process and provide updates to appropriate committees.	1			
Make more use of the contractual levers at our disposal to assure ourselves that providers are complying with their equality duties and responsibilities to tackle health inequalities.	1			

Action Plan - Objective 2

Actions	Year			RAG
Further develop our Talent Management Strategy to ensure increased opportunities for underrepresented groups.	1			
Improve mechanisms to capture equality data to provide targeted interventions.	1			
Strengthen recruitment practices to ensure greater diverse recruitment panel membership and selection training.	2+			
Attain best practice accreditation e.g., Disability Confident, Diverse Cymru Cultural Competence Scheme, etc.	2+			
Explore less traditional recruitment practices to enable us to attract and appoint candidates from a diverse range of backgrounds.	1			

Action Plan - Objective 2

Actions	Year			RAG
Targeted leadership and development support for ethnic minority, disabled and female staff to increase the number of staff within middle and senior manager roles.	2+			
Embed career conversations as part of the annual Performance Appraisal process.	1			
Review our leadership programmes to embed the skills and knowledge required to promote an inclusive workplace and to recognise and value diversity.	1			
Engage all our leaders with our leadership programmes: clinical and corporate; junior and senior; aspiring and established.	1			
Add equality objectives to Executive performance metrics and leadership performance appraisals.	1			

Action Plan - Objective 2

Actions	Year			RAG
Support leaders at all levels to demonstrate their commitment to tackling workplace inequalities.	1			
Develop high-performing staff networks and Advisory Groups embedded in governance structures up to Board level.	1			
Introduce and develop new staff networks so that all groups have a recognised voice.	1			
Celebrate the diversity of our internationally educated colleagues and ensure they receive appropriate guidance and support.	1			
As part of NHS Equality Week, we will promote an annual programme of staff engagement events and awareness raising around inclusion and protected characteristics.	1			

Action Plan - Objective 2

Actions	Year			RAG
Identify contributing factors to our gender, ethnicity and disability pay gaps and provide positive action for groups who are experiencing a pay gap, e.g., coaching, mentoring, role model profiles and talent development programmes.	1			
Investigate whether we are hearing from colleagues from all backgrounds when we go out with surveys and if not, explore ways to improve this.	2+			
Ensure that flexible/agile working policies are clear and that managers have confidence to use them well for the benefit of their colleagues and their service.	1			
Support the implementation of the Speaking up Safely framework for the NHS in Wales.	1			
Review our HR policies to ensure they are inclusive, underpinned by Equality Impact Assessments.	2+			

Action Plan - Objective 2

Actions	Year			RAG
Deliver manager training in reasonable adjustment awareness in collaboration with Occupational Health and Experts by Experience.	2+			
Further promote awareness of the need to record protected characteristics on individual's Electronic Staff Record (ESR)	1			
Implement technologies that are easy to use and help our people to do their jobs more easily (e.g., assistive technologies, physical accessibility improvements, etc).	1			
Identify and roll out training to support staff in challenging behaviours such as discrimination, prejudice and microaggressions.	2+			
Establish a centralised procedure to record, monitor and evaluate reasonable adjustments.	1			

Action Plan - Objective 3

Actions	Year			RAG
Implement the recommendations of the <u>Building a Fairer Gwent</u> Report.	1			
Embed learning from Marmot Principles and ways of working locally.	1			
Strengthen links with other local work on digital inclusion in communities.	1			
Encourage and support innovation across the system to reduce health inequalities based on the findings of the <u>Is Wales Fairer?</u> Report 2023.	1			
Accelerate co-production with our communities within our work to reduce inequalities, creating honest and realistic conversations that result in positive relationships.	1			

Action Plan - Objective 3

Actions	Year			RAG
Launch a communication campaign with our patients and service users to improve equality monitoring.	2+			
Drive the use of research evidence for quality improvement and evidence-based practice.	1			
Align the Equality, Diversity and Inclusion and Public Health agendas to bring together data from the wider determinants of health datasets with the equality data, to dig deeper into the root causes of ill-health.	1			
Build buy-in among the clinical workforce, who are often at the frontline of collecting accurate data about the communities they serve, to enable analysis of complete and reliable data	2+			
Monitor equality data against feedback, incidents and complaints and report on actions to address them.	2+			