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Bwrdd Iechyd Prifysgol  
Betsi Cadwaladr  
University Health Board

# Annual Equality Report 2021-2022

**Sustaining our Commitment to Advancing Equality**



# Proud to be...



...a Consultant Gynaecologist and Associate Medical Director



...a Trauma and Orthopaedic Nurse



...a Corporate Business Office & Speak Out Safety Guardian



...an Organisational Development Manager & Speak Out Safety Lead



...a Senior Community CAMHS Practitioner & Speak Out Safety Guardian



...a Public Health and Wellbeing Projects Coordinator



...a Specialty Doctor in Radiology



...a Specialty Doctor in Radiology



...a Renal Social Worker & Speak Out Safety Guardian



...a Staff Nurse



...a Clinical Psychologist



...a Registered Nurse



...a Mandatory Training Manager & Speak Out Safety Guardian



...a Looked After Children and Young People's Nurse



...a Staff Nurse



...a Registered Nurse



...a Doctor



...a Phlebotomist



...a Regional Coordinator for Suicide and Self Harm



...an Equality Manager

**Celebrating our wonderful diversity in BCUHB!**

**This report and any supporting documents are available in Welsh, and can be made available in other languages and formats on request.**

**For other formats, please contact:**

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# Foreword

Welcome to Betsi Cadwaladr University Health Board's (BCUHB) Annual Equality Report covering the period April 2021 – March 2022. This report summarises the actions we have taken to sustain our commitment to advancing equality and human rights as we have planned and delivered health care during the second year of the COVID-19 pandemic. Our Strategic Equality Plan (SEP) for the period 2020-2024 was agreed and published in March 2020 with an intention to embed and strengthen equalities and human rights across all functions of the Health Board to ensure delivery of our SEP.

We have invested in our Corporate Equality Team, recruiting two additional managers. This has supported an increased focus on key aspects of equality, and will enable more support and advice to operational and corporate teams across the Health Board.

On 31<sup>st</sup> March 2021, the Socio-economic Duty was introduced in Wales, requiring the Health Board to ensure that any strategic decisions are informed by a Socio-economic Impact Assessment (SEIA). In line with this, SEIA work has informed our refresh of our long-term Strategy, Living Healthier Staying Well, the development of our Integrated Medium Term Plan, our Vaccination Programme, and our Stroke Services Improvement Programme together with other key strategic developments. We have provided training for our Board members and other senior leaders on their responsibilities to ensure due regard to the Socio-economic Duty and continue to work with services to ensure the duty is embedded in all strategic decision-making.

We have continued to work with our valued and knowledgeable Equality Stakeholder Group to ensure that equality and human rights are



embedded into key programmes of work, and continue to work towards developing a co-productive approach.

We have taken the step this year of developing an Equality Accountability Framework to be introduced in 2022-23. This will enable us to better evidence our compliance with the Public Sector Equality Duty and Socio-economic Duty.

We have further developed our staff networks for people who share protected characteristics. These are important peer support groups for our staff and also key groups with whom we engage as we develop our services and plans for the future. As we move into 2022-23, we remain as committed as ever to advancing equality and human rights to achieve our goal of minimising health inequality in North Wales.

We hope this report provides evidence of this commitment and the progress made during the last 12 months as we also look forward to sustaining our commitment to advancing equality during 2022 and into 2023.



Sue Green - Executive Director People and Organisational Development



Jacqueline Hughes - Independent Member and Equality Champion

# 1. Background and Context

## **The Equality Act 2010:**

The Equality Act 2010 protects people and groups from unfavourable treatment and makes it unlawful to discriminate, harass or victimise people because of a reason related to their protected characteristic.

## **The Public Sector Equality Duty:**

Section 149 of the Equality Act 2010 requires us to demonstrate compliance with the Public Sector Equality Duty (PSED) which places a statutory duty on the Health Board to:

- Eliminate unlawful discrimination, harassment, and victimisation;
- Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not;
- Foster good relations between those who share a relevant protected characteristic and those who do not.

Our Health Board also has a specific duty under the PSED to undertake the following actions:

- Publish information to demonstrate compliance with the Equality Duties, at least annually
- Set equality objectives, at least every 4 years.

## **The Socio-economic Duty:**

The Socio-economic Duty is a new duty introduced by the Welsh Government on 31st March 2021, implementing a previously dormant section of the Equality Act (2010). Its aim is to deliver better outcomes for those who experience socio-economic disadvantage. It further enhances current equality legislation and the Well-being of Future Generations (Wales) Act 2015 and Social Services and Well-being (Wales) Act 2014.

The Socio-economic Duty places a requirement on the Health Board that when taking strategic decisions, the Health Board has due regard for the need to reduce inequalities of outcome that result from socio-economic disadvantage.

During 2021, we have established new processes to ensure Socio-economic Impact Assessments (SEIAs) are undertaken for decisions of a strategic nature, with a new impact assessment process introduced and training provided to Board members and other senior leaders. A specific Advisory Group with a focus on embedding the Socio-economic Duty across the organisation has been established and continues to evolve based on feedback and learning to help advance socio-economic equality in a more integrated way.

### **The Human Rights Act 1998:**

The Human Rights Act 1998 set out universal standards to ensure that a person's basic needs are recognised and met. Public Bodies have a mandated duty to ensure they have arrangements in place to comply with the Human Rights Act 1998. It is unlawful for a healthcare organisation to act in any way that is incompatible with the Human Rights Act 1998. In practice, this means we must treat individuals with Fairness, Respect, Equality, Dignity and Autonomy. These are known as the FREDA principles.



## **Our Health Board's Vision, Values and Purpose**

### **Our Health Board Vision**

- We will improve the health of the population, with particular focus upon the most vulnerable in our society.
- We will do this by developing an integrated health service which provides excellent care delivered in partnership with the public and other statutory and third sector organisations.
- We will develop our workforce so that it has the right skills and operates in a research-rich learning culture.

### **Our Health Board Values**

- Put patients first.
- Work together.
- Value and respect each other.
- Learn and innovate.
- Communicate openly and honestly.

### **Our Purpose as a Health Board**

- To improve health and deliver excellent care.

### **The Health Board's Strategic goals**

As well as making sure we are working together to fulfil A Healthier Wales, the Health Board's strategic goals described in Living Healthier, Staying Well are:

- Improve physical, emotional and mental health and well-being for all
- Target our resources to people who have the greatest needs and reduce inequalities
- Support children to have the best start in life

- Work in partnership to support people – individuals, families, carers, communities – to achieve their own well-being
- Improve the safety and quality of all services
- Respect people and their dignity
- Listen to people and learn from their experiences
- Use what we have wisely, explore new ideas and learn from research
- Support, train and develop our staff

For more information visit: [About the Health Board.](#)

## 2. Key Equality Achievements in 2021-22

We have:

- Advanced equality through the delivery of the second year of our Strategic Equality Plan (SEP).
- Strengthened equality and human rights scrutiny in governance and decision making structures through partnership working.
- Implemented processes for the new Socio-economic Duty.
- Developed an equality duty accountability framework, designed to ensure consistency of approach in applying equality considerations across the organisation.
- Continued to build on the response to COVID-19 delivering the vaccination programme in line with Welsh Government guidance, this being informed by an EqIA.
- Taken action to understand the ongoing impacts of COVID-19 on people who share protected characteristics and supported teams to promote inclusive decision making.
- Established a Race Equality Action Group, comprising colleagues from our BCUnity Ethnic Minority and Overseas Staff Network and senior leaders.

- Delivered targeted Equality Impact Assessment training virtually to over 200 managers.
- Achieved 87.78% mandatory equality training compliance.
- Grown our staff support networks for individuals who share protected characteristics, with the addition of a Gender Equality Network.
- Improved the collection of staff equality monitoring data.
- Gained national recognition for our development of a ground-breaking gender identity pathway service which has been adopted nationally.

### 3. Delivering the Socio-economic Duty

The Socio-economic Duty was implemented by Welsh Government on 31<sup>st</sup> March 2021. The duty aims to deliver better outcomes for those who experience socio-economic disadvantage, and reduce inequalities of outcome.

#### **Key work achieved during 2021-22 includes:**

A Task and Finish Group was established to oversee an implementation plan and review Welsh Government guidance ready for 31<sup>st</sup> March 2021 go live date.

Socio-economic Impact Assessments (SEIA) procedures have been established (including development of a policy and SEIA template).

A training plan to raise awareness and understanding of the responsibilities of senior leaders to deliver the Socio-economic Duty was developed, with a workshop delivered to our Board in April 2021.

A range of supporting documentation and guidance has been published, to ensure colleagues understand their responsibilities to the Equality Duty and Socio-economic Duty through specific guidance distributed

through the BCUHB Equality Briefing and the equality intranet (BetsiNet) site.

### **Next Steps for 2022-23:**

Work is ongoing to mainstream the Socio-economic Duty across the organisation, and the Socio-economic Duty Advisory Group will continue to oversee this and provide assurance.

## **4. Delivering the Public Sector Equality Duty**

The Equality Objectives we set out to deliver in our 4 year Strategic Equality Plan take account of all the Health Board's work and activities, including being a very large employer, planning and delivering healthcare and policy development. Our Equality Objectives are also informed by gathering and analysing information from national and local sources, evidence, and from impact assessments undertaken as well as from ongoing engagement with staff and service users.

In this section of our Annual Report, we outline in further detail our key progress during 2021-22.

### **Engagement**

We have continued to strengthen our engagement with people who share protected characteristics and an overview of progress is provided in section 7.

### **Equality Impact Assessments**

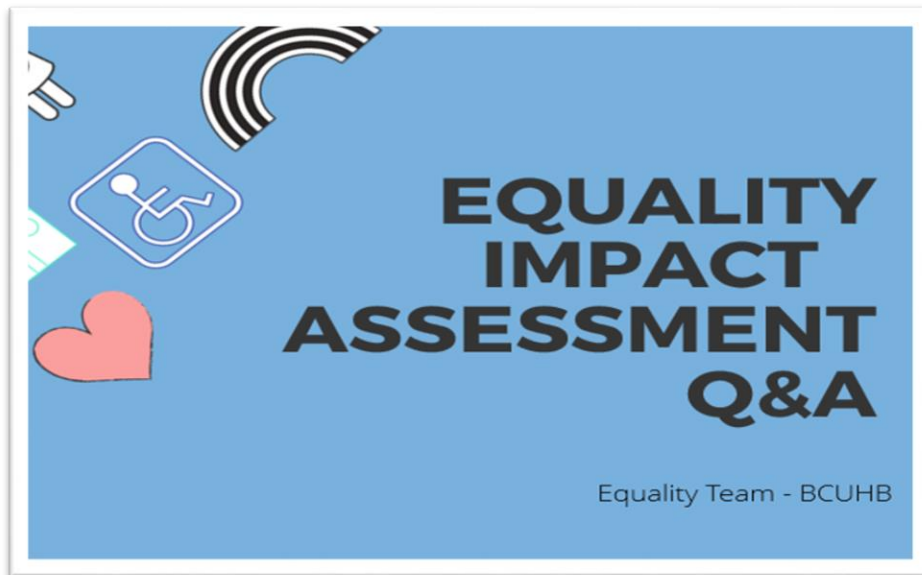
When we make decisions that potentially impact on communities, patients and our workforce, we have a statutory duty to assess the impact of our decisions on people who share protected characteristics.

Our Health Board has developed a comprehensive Equality Impact Assessment tool (EqIA). EqIAs are required for a wide range of decision making across the Health Board, including developing strategies or policies, or developing and reviewing services. The process of assessing the impact of a project or decision on equality is embedded within the Health Board's governance arrangements and ensures that decisions have taken account of the needs of those who share protected characteristics.

Our impact assessment process encourages decision makers to consider intersectional impact, the interconnected and overlapping disadvantage and potential discrimination faced by people who share more than one protected characteristic. The assessment tool also supports consideration of cumulative impact, in which the effects of a decision on people may add to or interact with the impacts of other decisions being made.

We have continued to strengthen our scrutiny processes of Equality Impact Assessments during 2021 into 2022, and have also provided further training, guidance and support for staff undertaking EqIAs. Our Equality Scrutiny Group has played a key role in the scrutiny of EqIAs undertaken for significant programmes of work such as the COVID-19 Vaccination Programme.

During 2021 into 2022, we commenced an EqIA training programme aimed at senior managers, seeking to build consistency of the use of EqIA across the organisation and increasing insights and awareness of issues affecting people who share protected characteristics. This training programme has been delivered virtually to over 200 managers and we will continue to drive this training programme during 2022 and into 2023.



## **Equality Information**

### **Patient Experience**

Our Patient and Carer Experience Team provide comprehensive support to gather patient experience for the organisation to use to inform service planning and delivery. We are working to strengthen evidence gathering with regards to equality information. Every day, we collect the views of our service users so that we can really understand what matters to them, especially when people are at their most vulnerable. With permission, we then share the feedback with the relevant managers via the Patient Safety and Experience Team in order to both learn, and identify areas where we need to improve. During 2020, improvements to recording and monitoring patient and carer feedback for those who share protected characteristics was identified. During 2021, this led to the development of the 'Civica Real-Time Patient Feedback System' which will be fully implemented in 2022 and into 2023.





## Our Patient and Carer Experience Team

For more information on our Patient and Carer Experience Team: [About the Patient and Carer Experience Team - Betsi Cadwaladr University Health Board \(nhs.wales\)](#)

Our Patient Advice and Liaison Service, commonly referred to as PALS, are also available to listen to concerns and liaise with relevant staff to resolve concerns or problems that our patients and carers raise.

[Information on our PALS service](#) is available in bilingual formats.

Whilst the majority of people are happy with the health care that they receive from us, sometimes things might not go as well as expected. When that happens, we want to find out what went wrong to make things better. Our [complaints procedure](#) called Putting Things Right, provides information on how patients and carers can make a formal complaint. This information is also available in video format for people using British Sign Language.

The Health Board publishes an annual report on Patient Experience. The most recent report is available here: [Patient Experience Annual Reporting 2019-2020.](#)

## Our Workforce

We have published our statutory protected employment reports on our [BCUHB website](#). These include our Gender Pay Gap report and Annual Employment reports.

Information relating to the equality characteristics of our workforce is held in our electronic payroll system, the Electronic Staff Record (ESR). Information on job applicants is gathered as part of the recruitment process via a national system known as NHS Jobs and this enables us to understand the profile of people applying to work for us, those who were shortlisted for interview, and those who were successful. During 2021, we improved the rate of completion for our workforce equality monitoring data, and we will continue to emphasise throughout the organisation the importance of gathering equality workforce data. This enables us to improve the visibility of our workforce who share protected characteristics and also importantly informs our workforce planning and helps identify key themes and areas for action across all stages of the employment journey.

Our Gender Pay Gap report for 2021 shows that for the first time since reporting this information in 2017, our gender pay gap has narrowed. This report is published on our Equality and Human Rights [reports page](#), and a copy is also included in Appendix 1. During 2022 and into 2023, we will continue to identify opportunities to address our pay gap.

An NHS staff survey was not conducted in 2021 due to the COVID-19 pandemic, but we expect a national NHS staff survey to be carried out during 2022. We are committed to promoting the survey and to using the results to gain valuable insights into the experiences of our staff who share protected characteristics, which will shape our work going forward.

During the latter part of 2021, we established a Race Equality Action Group. The group takes a co-productive approach with its membership comprising representatives of our Ethnic Minority, Black and Asian staff as well as senior leaders. This work will be further developed upon publication of the anticipated Welsh Government Race Action Plan.

In addition, during 2021-22 we continued to grow our staff networks, and we now have four networks, which include a new Gender Equality Network. We are committed to further developing and supporting our staff networks to enable ongoing engagement with our staff to help us better understand lived experience and ensure this informs our priorities for action.

## **Staff training**

Promoting knowledge and understanding of the Public Sector Equality Duty and the specific responsibilities it places on our staff remained a priority during 2021. We are pleased to have achieved 87.78% mandatory equality training compliance by February 2022. This is an improvement against the 85% completion rate achieved in 2020-21. We continue to analyse results and target key staff groups.

## **Strategic Equality Plan**

Our Strategic Equality Plan (SEP) for the period 2020-2024 was agreed by Board in December 2019 and published in March 2020.

## **Procurement**

We have initiated a review of our contracting, procurement and commissioning frameworks in regards to the Equality Duties. We have set up a working group to review these frameworks aligned to best practice.

## 5. Context of COVID-19

It is well recognised that COVID-19 has further magnified and amplified inequalities for many people who share protected characteristics and those who are socio-economically disadvantaged. For some individuals, these inequalities may be further exacerbated by barriers to accessing healthcare, marginalisation from society or discrimination.

Whilst COVID-19 significantly impacted all areas of work throughout the Health Board, evidence continues to emerge that certain groups within our communities and workforce are disproportionately impacted.

The Education Programme for Patients (EPP) team have continued to provide courses throughout the pandemic, and have adapted their courses to support patients with Long COVID as knowledge of this new condition grows.

BCUHB delivered 1.5 million vaccines between April 2021 and early February 2022. Our vaccine delivery programme is informed by a robust, live EqIA process.

Day to day changes have impacted on the way we work and deliver care and we continue to engage with our workforce to understand the impacts. We have developed an integrated Staff Wellbeing Support Service (SWSS), providing a range of services to meet the differing emotional and psychological needs of our staff and this will continue to develop in 2022 and into 2023.

## 6. Delivering Our Strategic Equality Objectives

This section of our report outlines our progress in year two of our Strategic Equality Plan. During 2020 we added two additional equality objectives in light of learning from the COVID-19 pandemic. Progress is reported every quarter to our Equality and Human Rights Strategic Forum to provide assurance.

## **BCUHB Equality Objective 1:**

**We will prioritise action to help identify and mitigate the impact of poverty for recipients of healthcare at risk of or actually living in low income households in North Wales**

During 2021-22 the Health Board achieved a number of milestones to support Equality Objective 1. We:

- Established processes to ensure compliance with the Socio-economic Duty (SED). We have an approved procedure with specific support, guidance and intelligence base available to enable effective assessment of impacts.
- Ensured the COVID-19 response for our vaccination programme is informed by a live and robust Equality Impact Assessment.
- Provided support, including enhanced arrangements, for staff absent from work due to sickness associated with the effects of COVID-19 illness, with these enhanced arrangements being in place regardless to length of service.
- Continued with the Well North Wales Programme partnerships to ensure a continued focus on addressing health inequalities. Many of these partnerships involve public sector, third sector and housing providers.
- Supported staff experiencing in-work poverty and financial hardship through establishing a dedicated intranet page with helplines and access to a range of support organisations.

## **Focus on... The Well North Wales Programme**

This multi-agency programme led by Public Health Wales delivers a number of projects, including:

- **Bwyd Da Mon**

This project addresses food poverty in partnership with supermarkets across North Wales.

- **Denbighshire Community Supermarket Project**

This is a work in progress through a multi-agency initiative which will focus on South Denbighshire in the first instance. This aims to provide affordable fresh produce to disadvantaged communities.

- **Plas Madoc Food Initiative**

A successful project involving local community groups focussing on nutrition, the availability of fresh produce and educational activities using social media for engagement and support.

- **Social Prescribing**

There are seven projects on-going across North Wales. A common dataset has been created to compare outcomes, which will inform future decisions around commissioning.



## **Focus on... Well North Wales**

- Bwyd Da Bangor

This is a recently opened training café providing employment opportunities to individuals coming through drug and alcohol rehabilitation and individuals from homeless hostels. [Bwyd Da Bangor](#) - [Home](#) | [Facebook](#).

- Rhyl Homelessness Lifestyle Programme

This offers opportunities for homeless individuals to participate in lifestyle programmes, aiming to improve health and wellbeing outcomes, and to facilitate increased confidence to engage in the wider community.

- Flintshire Wellbeing Service

This is a recently-established service, linked to the Community Support Hub, offering alternatives to Primary Care, and works with individuals to provide social and community focused support.

## **Further work to take forward Equality Objective 1 in 2022-23 will include:**

- Working in partnership to understand and mitigate the impact of poverty for recipients of healthcare.
- Continuing to raise awareness of socio-economic disadvantage within the Health Board to inform strategic decisions taken and ensure socio-economic disadvantage is addressed.
- Continuing to mainstream the Socio-economic Duty.
- Continuing to provide support for staff experiencing socio-economic disadvantage.

## **BCUHB Equality Objective 2:**

**We will prioritise action to reduce health inequalities and increase the accessibility of healthcare for people sharing different protected characteristics in North Wales**

During 2021-22 the Health Board achieved a number of milestones to support Equality Objective 2. We:

- Strengthened the Equality Team capacity through the recruitment of two additional full time Equality, Diversity and Inclusion managers.
- Ensured equality and human rights requirements were reflected in the review of the governance framework across the Health Board.
- Implemented the Socio-economic Duty for strategic decision making and associated guidance and resources.
- Ensured that the refresh of the Health Board's Ten Year Strategy, Living Healthier Staying Well, was subject to rigorous Equality Impact and Socio-economic Impact Assessments, and aligned with key national strategies including the Anti-racist Wales; Race Equality Action Plan, the LGBTQ+ Action Plan, as well the Code of Practice for Delivery of Autism Services.
- Ensured that Equality Impact and Socio-economic impact assessments have been undertaken to inform the Health Board's Integrated Medium Term Plan.
- Continued to provide EqIA training for managers across the organisation.
- Commissioned research to identify barriers to accessing effective healthcare for ethnic minority people living in Rhyl, which will inform the work of the newly formed Race Equality Action Group.
- Adapted the provision of Spiritual and Pastoral 24-hour support to our patients during the second year of the COVID-19 pandemic.
- Revised the equality profiles for the six local authority areas which was undertaken by Public Health. The profiles include demographic

data for North Wales and the latest available data relating to the Protected Characteristics under the Equality Act 2010. These informed service planning and delivery decisions during 2021, and will continue to do so during 2022.

- Strengthened the guidance for and scrutiny of accessible patient information.
- Embedded guidance on the Rights of Children and Young Persons (Wales) Measure 2011 in the EqIA process and guidance.

### **Focus on: Supporting Information: Interpretation and Translation Services**

Requests for English to Welsh and Welsh to English translations are referred to our internal Welsh Language Team.

In order to meet the communication needs of patients, staff have access to a range of translation services. These are provided by Language Line and The Wales Interpretation and Translation Service (WITS).

These services are available 24-hour, 365 days a year and include:

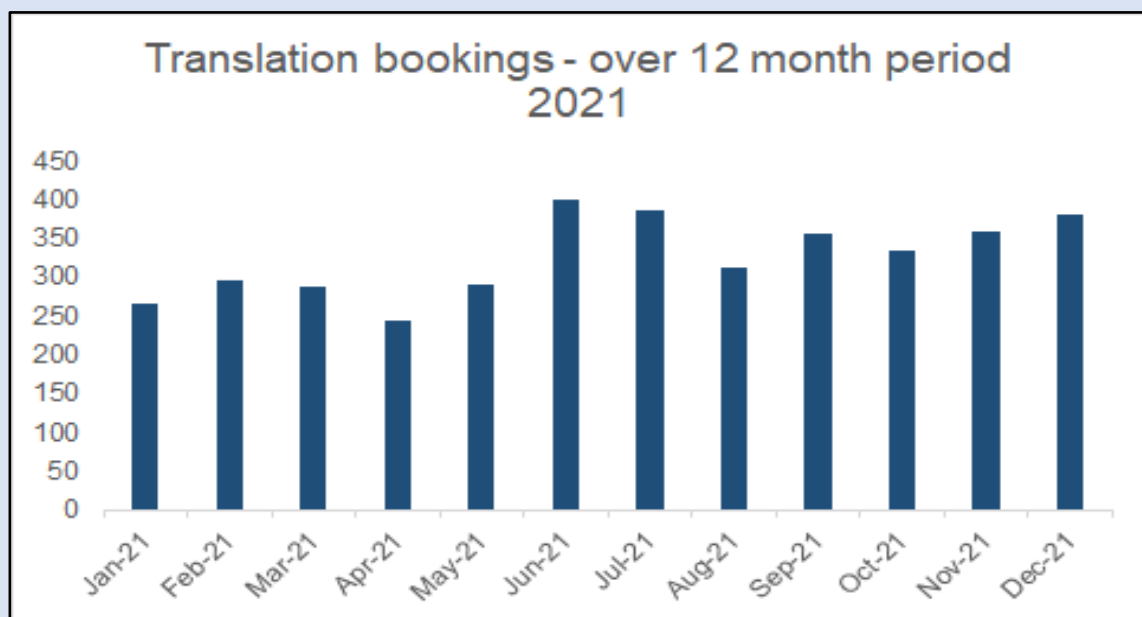
- Telephone and face to face;
- Interpretation for deaf people or hearing-impaired people;
- Document translation services.

Guidance is available to staff for arranging translation services, and includes checking if the correct dialect is spoken, and cultural considerations for same sex interpreters which may be required for religious observance.

During the calendar year 2021, a total of 3191 requests for translation support were made across the Health Board.

The top languages requested include:

- Polish
- British Sign Language – BSL
- Arabic
- Bulgarian
- Turkish
- Romanian



Source: WITS 2022

## **Focus on: Spiritual and Pastoral Support 2021-2022**

We continued to provide 24-hour urgent pastoral care to our patients upon request. We adapted our approach to providing spiritual and pastoral support to any patients, visitors and staff of all beliefs during 2021. Examples of our work include:

- Supporting the last rites for patients, working with clinical teams and our pastoral support, including virtual services being provided.
- Reverend Wynne Roberts now has a weekly Broadcast on Radio Ysbyty Gwynedd. Christmas services and concerts were recorded and broadcast with online contributions from Board Members. Reverend Roberts is currently the North Wales member of the Interfaith Council for Wales and sits on the third sector advisory panel for the Welsh Minister as a representative of the Inter Faith Council and Faith Community.
- A Children's Memorial and Organ Donation Service were held at Bangor and St Asaph Cathedrals. Remembrance Day Services were also held outside the three District General Hospitals. This year we introduced a wider spiritual perspective by inviting leaders from other faith groups to participate, for example, a Druid Priest took part in the Organ Donation Service.



Photograph showing Reverend Wynne Roberts.

## Focus on... Men's Mental Health



The poster is for a 'Men's Mental Health' event. It features a red apple with a bite taken out of it, revealing a brain-like pattern inside. The title 'Men's Mental Health' is in large white letters on a dark purple background. Below the title, it says 'You are invited to join us at our next Bite Sized Health and Wellbeing Virtual Event - 18 November'. Further down, it states 'There will be a panel of staff from our mental health services and supporting organisations to listen and answer any questions you may have.' The bottom section, also on a dark purple background, says 'The Men's Mental Health session will be held on Teams... 12:00 to 1PM'. To the right of this text is a white icon of a head profile with a brain inside. At the bottom left is the GIG Cymru NHS Wales logo, and at the bottom right is the 'cymryd rhan' logo with the text 'Get Involved'.

**Men's Mental Health**

You are invited to join us at our next  
Bite Sized Health and Wellbeing  
Virtual Event - 18 November

There will be a panel of staff from our mental health services and supporting  
organisations to listen and answer any questions you may have.

The Men's Mental Health session  
will be held on Teams...  
12:00 to 1PM

GIG Cymru NHS Wales | Bwrdd Iechyd Prifysgol Betsi Cadwaladr University Health Board

cymryd rhan Get Involved

Around 1 in 8 men have a common mental health problem.

BCUHB Mental Health Services designed and provided bite size panel sessions to support any staff wishing to access help and support.



## **Focus on... New online support launched for people in North Wales with mental health problems**



Published BCUHB website News Page 21.04.2021

An online support service has been launched to help reduce the loneliness and isolation experienced by people with mental health problems and their Carers across North Wales.

The online peer support community offers a safe space for people to talk about their mental health in a supportive environment, connect with others in similar situations, and receive useful information on services in all six counties of North Wales.

Online mutual support communities like Clic play an important role in helping to reduce the loneliness and isolation that many people with mental health problems can experience.

For further information on mental health support available in North Wales, visit the Mental Health Hub on the BCUHB website:

<https://bcuhb.nhs.wales/health-advice/mental-health-hub/>

To access North Wales Space, visit: <https://northwales.clic-uk.org/>

## **Focus on... COVID-19 Vaccine Equity Programme**

The Health Board has continued to mainstream equality considerations in its Vaccine Programme throughout the year with the Strategic Vaccine Equity Group advising and guiding the operational delivery. During the year, the group produced and distributed a self-assessment checklist for all Vaccine Centres. This incorporated issues of physical access, and support for Neuro-divergent people attending centres, adequate signage, arrangements for people with sensory loss and arrangements for translation and interpretation services. The programme has translated key advisory materials into numerous spoken languages in North Wales, and the Vaccine Teams have achieved one of the highest Treat Me Fairly mandatory training compliance rates across the Health Board - a phenomenal achievement!

In August 2021, the Health Board held two virtual Question & Answer sessions on COVID-19 vaccinations for pregnant and breastfeeding people living in Flintshire and Wrexham. One session was delivered in partnership with the Association of Voluntary Organisations in Wrexham (AVOW). Stacey Jones, Matron of the COVID-19 Vaccination Programme for Flintshire and Wrexham, was available to discuss the latest information for people who are pregnant or breastfeeding on the COVID-19 vaccinations. Matron Stacey said:

“We were keen to speak to any expecting mums to join our Q&A sessions to discuss their concerns, help answer questions and dispel any fears”.

## **Further work to take forward Equality Objective 2 during 2022-23 will include:**

- Advancing Equality through the Health Board's long term strategy for the future 'Living Healthier Staying Well'.
- Driving strategic alignment and operational consistency of Equality Impact Assessment, ensuring that they are routine practice.
- Supporting the development of inclusive and responsive services with the aim of contributing towards closing the gap in life expectancy between people living in the most and least deprived areas of North Wales.
- Ensuring governance frameworks are robust and consistent in applying the Public Sector Equality Duty and Socio-economic Duty.
- Strengthening the collection, monitoring and analysis of data, including improving the quality of data for people who share protected characteristics.
- Identifying and addressing barriers to accessing culturally appropriate and effective services.

## **BCUHB Equality Objective 3:**

**We will prioritise action to respond to key policy and legal developments in healthcare for people sharing different protected characteristics in North Wales**

During 2021-22 the Health Board achieved a number of milestones to support Equality Objective 3. We:

- Implemented processes that pay due regard to the Socio-economic Duty in strategic decision-making.
- Promoted the Social Model of Disability as part of the programme of equality briefings across the organisation.

- Promoted numerous equality campaigns and marked Equalities Week in May 2021 (see “Focus on”).
- Supported the implementation of the Code of Practice for Delivery of Autism Services, working with stakeholders to adopt a co-productive approach.

### **Focus on: Equality Campaigns of 2021-22**

- International Day Against Homophobia, Transphobia & Biphobia – led by Celtic Pride staff network.
- National Deaf Awareness Week, including promotion of the BCUHB Sensory Loss Toolkit was promoted to staff. An information film was promoted across the Health Board.
- Windrush Day, marking the anniversary of the arrival of the Windrush generation.
- UK Pride Month.
- UK Black History Month.
- Mental Health Awareness Week.
- International Women’s Day.
- International Non-Binary Day.
- Sensory Loss Awareness Month.
- World AIDs Day.
- International Day of Persons with Disabilities.
- Human Rights Day.
- Hate Crime Week.

## Focus on... Equality Week 2021



During Equality Week we worked in partnership with all Wales colleagues to facilitate a range of interactive workshops. Daily events took place to promote and highlight equality issues related to the workplace and service delivery. These included keynote speakers who delivered sessions on Race Equality, A Little Bit of Banter – impacts of harassment, Autism, Collective Voices of people with protected characteristics, and a session called Autism and Me focussing on the experiences of two Autistic residents of North Wales in engaging with the Health Board.

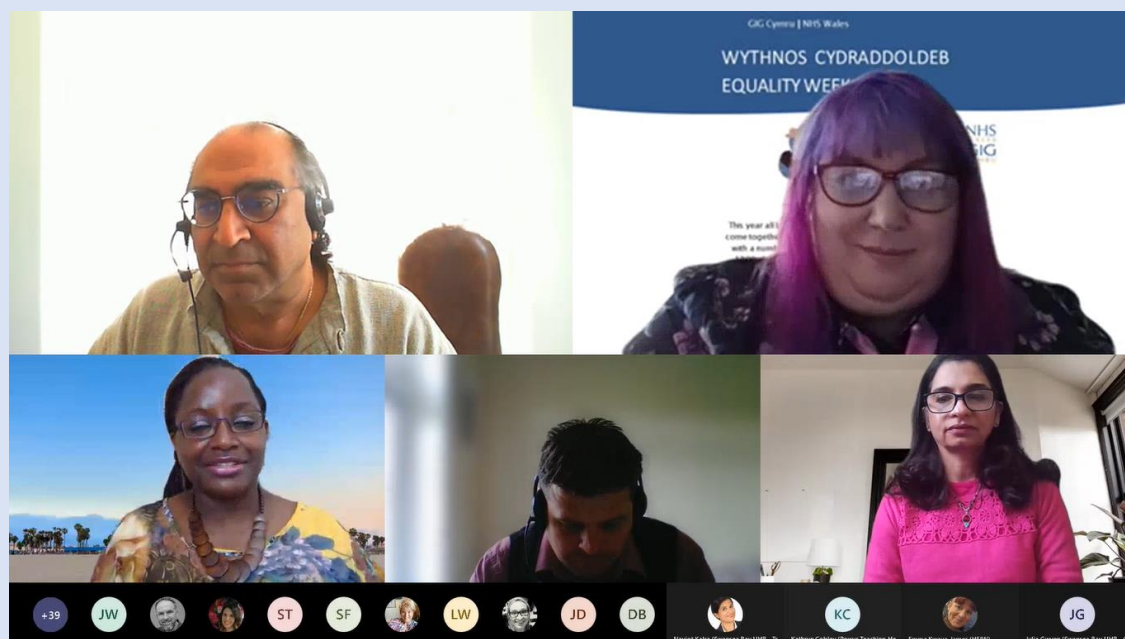


Photo of our Race Equality event.

**Further work to take forward Equality Objective 3 during 2022-23 will include:**

- Coordinating equality campaigns with other Health Boards across Wales. This will be organised through the NHS Wales Equality Leadership Group, the membership of which comprises Equality Teams from NHS organisations across Wales.
- Implementing new national policy drivers such as the Welsh Government Race Equality Action Plan, LGBTQ+ national plan, and Human Rights Act review.

**BCUHB Equality Objective 4:**

**We will prioritise action to advance gender equality in North Wales**

During 2021-22 the Health Board achieved a number of milestones to support Equality Objective 4. We:

- Published our Gender Pay Gap report – see Appendix 1.
- Launched our Gender Equality Staff Network in early March 2022.
- Worked in partnership with the Gender Equality organisation, Chwarae Teg, to raise awareness of Welsh Government's Gender Equality Review: Chwarae Teg's reports and 'Deeds not Words' report.
- Held our first Gender Panel discussion led by the Chief Executive Officer, the Executive Director of People and Organisational Development and the Executive Director of Nursing on 25th October. The aim of this event was to engage with the workforce to start to identify gender issues across the Health Board, including support for women in leadership, childcare and caring responsibilities, and providing support for menopause.



- Celebrated International Women's Day on 8th March 2022 with a programme of events and the "[#BreakTheBias](#)" campaign.

### Focus on... Gender Pay

We have continued to monitor and report our Gender Pay Gap. The latest report shows that the gender pay gap has narrowed. The average pay gap has dropped from 27.97% to 25.99% and Median pay gap from 11.36% to 7.99%. Further, our average bonus gap of 16.65% is based on actual bonuses and so it does not take into account part-time working. This gap has reduced from the previous year figure of 20.96%. The BCUHB median bonus gaps is now zero.

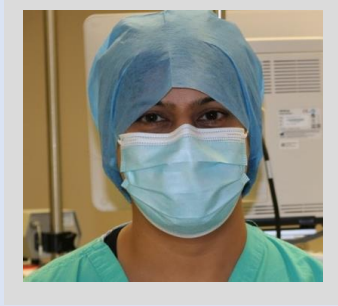
The pay gap has reduced this year which is positive, however the results are indicative that further improvements are needed. These potentially link to the availability of flexible working options and development opportunities at senior levels of the organisation.

As well as our new Gender Equality Staff Network, we also plan to establish a gender pay action group to develop strategies to address the gender imbalance in senior roles and to improve opportunities for women to be properly represented in all senior roles.



Photo showing our Gender Equality Network #BreakTheBias

## Ysbyty Gwynedd doctor inspiring the next generation of female surgeons



A doctor at Ysbyty Gwynedd is inspiring young women to become the next generation of surgeons. Mrs Faiza Ali, who is an Ear Nose & Throat (ENT) Speciality Doctor at Ysbyty Gwynedd, has been visiting schools in the region to encourage students to consider a career within surgery. Mrs Ali joined Ysbyty Gwynedd's ENT department in 2015 as a Junior Doctor and became a Speciality Doctor in 2018.

"I think at every step of my journey I was told by different people everywhere that I should choose a lighter job being a mother and wife and that surgery would be too much for me. Only recently I went to see a patient just before her operation and I was asked when the surgeon would arrive, to which I replied that I was the surgeon".

"This came as a surprise to this patient, I believe people still have a perception that the majority of surgeons are men. This is something I want to change and I'm very passionate about promoting positive female role models in the field and also encouraging other younger women to pursue this career. My message to the young women is that if you have a dream to pursue a career in surgery then just go for it and never give up. You should always believe in yourself and nothing should stop you, failures may come your way at some point but learn from them and start again."

## Focus on... Women in Leadership Panel Event

On the 25th October 2021, the Equality Team hosted a live panel event involving our most senior leaders, and a keynote presentation by Cerys Furlong, CEO of Chwarae Teg, a leading gender equality charity in Wales, who regularly work with Welsh Government.

The aims of the session were to:

- Provide insight into the career journeys of some of the organisation's senior leaders.
- Recognise the impacts of the pandemic on women.
- Underline the current and continuing issues surrounding gender inequality through the lens of healthcare.
- Provide useful information for women in our organisation.
- Highlight our work and support systems for women.

Our CEO Jo Whitehead opened the session by recounting her professional journey, and sharing her support for gender equality. Cerys Furlong's keynote followed, and then questions submitted by BCUHB colleagues were put to the panel. Some fascinating aspects of the panel's lives were conveyed, and personal insights and experiences were shared.

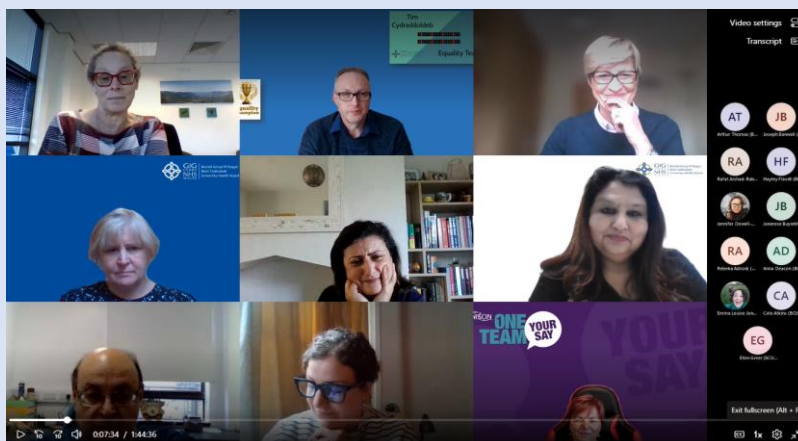


Photo of Women in Leadership Panel Event

**Further work to take forward Equality Objective 4 during 2022-23 will include:**

- Continuing to publish our gender pay gap and implementing improvements.
- Establishing the work of the gender action group to deliver actions to advance gender equality.
- Developing the gender equality network and supporting mechanisms, and advancing its programme of work.
- Improving awareness of and access to work life balance opportunities.
- Taking action to support pregnant staff, those returning to work following maternity leave and new parents.

**BCUHB Equality Objective 5:**

**We will prioritise action to address personal security for people sharing different protected characteristics accessing health services in North Wales**

During 2021-22 the Health Board achieved a number of milestones to support Equality Objective 5. We:

- Ensured the safe delivery of the COVID-19 Vaccination Programme, including measures to ensure the safety of our staff and facilities.
- Worked in partnership with North Wales Police to raise awareness of hate crime initiatives, including the promotion of Hate Crime Awareness Week 2021.
- Launched the new Speak Out Safely service, a way for staff to anonymously raise concerns and have these responded to fairly

and efficiently, contributing to creating a culture of psychological safety, openness and transparency within the Health Board.

- Raised awareness of the new Respect and Resolutions NHS Wales Policy and EHRC guidance on sexual harassment and harassment in the workplace.
- Worked in partnership with Victim Support to signpost people to the support available for them as well as supporting pathways for members of staff who may be victims of hate crime and domestic abuse incidents.
- Recorded and reviewed risks where hate crime is reported as a factor, and establishing base line information to identify trends through on-going monitoring.
- Embedded considerations of security and feeling safe as part of the application of the Socio-economic Duty. Our Socio-economic Impact Assessment (SEIA) includes factors of feeling safe, domestic violence and hate crime.

### Focus on... Hate Crime



Our Equality Team attend quarterly meetings with North Wales Police to maintain awareness of current issues. These meetings help to ensure that organisations across North Wales share information and best practice. The meetings are also a good opportunity to give scrutiny to current and ongoing work to tackle hate crime. Data on hate crime in North Wales is routinely shared between North Wales Police and the Health Board and is also shared with the North Wales Public Sector Equality Network.

## **Focus on... Codi Llais Yn Ddiogel - Speak Out Safely**



Codi Llais Yn Ddiogel - Speak Out Safely is BCUHB's approach to supporting staff to raise concerns when going through formal routes to raise their concern may not be an option for the staff member concerned. The approach offers an independent and anonymous web-based platform called 'Work in Confidence', which supports anonymous two-way conversation between staff and one of the Speak Out Safely Team. This can be in person, virtually, by phone or by e-mail.

Speak Out Safely has been introduced to ensure that all staff, students, contractors and volunteers working within the Health Board have opportunities to have their concerns heard and taken seriously. As part of the launch process, targeted engagement was undertaken to ensure that the staff networks were made aware of the process, and that the design of promotional materials was inclusive and accessible.

There are a number of ways to raise concerns, which helps support staff who may otherwise experience barriers to speaking up, and those who may not have access to digital technology.

### **Further work to take forward Equality Objective 5 during 2022-23 will include:**

- Promoting All Wales Respect and Resolution policy.
- Working with partners to improve the identification, reporting and support for victims of incidents and hate crime across those who

share protected characteristics with a particular focus on LGBT+ and people from ethnic minority backgrounds.

- Encouraging the reporting of hate crime and incidents across all protected characteristics, reporting and analysing through the online Datix reporting system.
- Built equality considerations into the design of a significant staff engagement exercise which aimed to engage with 10% of our staff – known as Discovery – and undertook targeted engagement, including with our staff networks as well as monitored the engagement and involvement of staff with protected characteristics.

## **BCUHB Equality Objective 6:**

### **We will increase engagement with individuals and groups sharing different protected characteristics in North Wales**

During 2021-22 the Health Board achieved a number of milestones to support Equality Objective 6. We:

- Engaged with organisations across North Wales to inform the review of Living Healthier, Staying Well, the Health Board's ten year strategy.
- Appointed an Engagement Officer, dedicated to working with ethnic minority communities to improve engagement with these communities.
- Built equality considerations into the design of staff engagement work and undertaken targeted engagement and monitored involvement of staff sharing protected characteristics.
- Grew the Health Board's staff networks and provided on-going facilitation and support to these networks to ensure strong staff engagement.



## **Focus on... Maintaining Partnerships and Networks**

The Health Board has continued to work closely with a number of partners and networks to support and embed the delivery of the equality objectives in the Strategic Equality Plan.

### **Equality Stakeholder Group**

The Equality Stakeholder Group's purpose is to advise the Health Board's Equality and Human Rights Strategic Forum. The group helps formulate solutions through co-production to overcome barriers faced by groups and people who share protected characteristics whilst engaging and involving as wide a representation of people and organisations as possible. Membership of the Stakeholder Group has continued to grow during 2021-22 and continues to provide valuable insight to inform the work of the Strategic Forum.

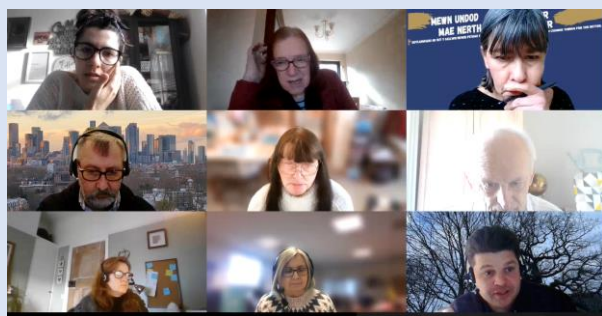


Photo of our Equality Stakeholder Group meeting.

### **Engagement Practitioners Forum**

We have used virtual platforms during 2021-22 to maintain engagement through this Forum. The Health Board's Engagement Team has held several Engagement Practitioners Forums via Skype and Zoom and also supported a wide range of joint network events. This has helped the Health Board to maintain continuous engagement during the COVID-19 pandemic.



## **Focus on... Maintaining Partnerships and Networks**

### **Community Cohesion Forums**

There has been ongoing engagement with the North Wales Community Cohesion Forums and good links have also been maintained with the Chinese in Wales Association and the Chinese Women's Association based in Flint.



### **Advancing Equality through Engagement**

Engagement has enabled us to understand and remove barriers people may face in fully accessing and engaging with health care services. During 2021-22, this has included producing information materials in several languages, enabling increased engagement with programmes such the Digital Strategy and engaging with communities to listen to their views about the refresh of the Health Board's long term strategy, Living Heathier, Staying Well.

## Focus on... BCUHB Staff Networks

Our staff networks provide a pathway of support to staff in the workplace and facilitate a forum for discussion and escalation of issues relevant to individuals who share protected characteristics. During 2021-22, the networks have focussed on increasing awareness of their existence, increasing membership and identifying priorities for action.



Celtic Pride is our long-established Lesbian, Gay, Bisexual and Transgender (LGBT+) Staff Network that supports staff at Betsi Cadwaladr University Health Board, the Welsh Ambulance Services NHS Trust, and NHS Wales Shared Services Partnership in their working lives and promotes awareness of LGBT+ issues within organisations. During 2021, the Celtic Pride Network has continued to grow, with new starters to the organisation getting in contact and joining the network. Communication with Network members is being maintained as are the network's links with North Wales Police. During 2021-22, Pride events were marked differently, innovative ways of holding Prides on-line were undertaken. In August, the Health Board took part in a week of NHS Wales Pride events. We have continued to work with Stonewall as Diversity Champions and also work with other organisations, such as Unique.

## Focus on: BCUHB Staff Networks

Our BCUnity Ethnic Minority and Overseas Staff Network has been engaged in developing our response to the Welsh Race Equality Action Plan and some members of the Network are now members of our newly formed Race Equality Action Group. The BCUnity Ethnic Minority and Overseas Staff Network continues to work to provide support to newly appointed staff from overseas. The network has worked with colleagues working in recruitment and the overseas nursing support team to ensure new recruits from overseas have access to local information and are supported from their first day of working in BCUHB.

During 2021-22, our RespectAbility Staff Network has developed a newsletter to raise awareness and understanding amongst staff of a wide range of issues related to disability.

We established a new Gender Equality Staff Network in early March 2022 which will continue to grow during 2022.



## **Focus on... Engagement with Black Asian and Minority Ethnic communities**

The Public Engagement Team held online COVID-19 Vaccination Question and Answer (Q&A) sessions for members of the public. The events were a collaboration between the Health Board, North East and West Community Cohesion Forums - who chaired the events, and the Black Association of Women Step Out, (BAWSO) who hosted the sessions on their Zoom platform.

These events provided reassurance about the vaccine, and proactively offered an opportunity for the public to ask questions and address concerns related to having the vaccine. A panel of experts attended, including members of Muslim Doctors Cymru, and the Chair of the BCUnity Ethnic Minority and Overseas Staff Network.

Throughout 2021-22 we have continued to build engagement with Black, Asian and ethnic minority communities and stakeholder groups that provide services and support communities, including events focused on Breast Health, supported by the North Wales African Society (NWAS):



Another event promoting Men's Health was held alongside a celebration event for Black History Month. Further events have included engaging with Black, Asian and ethnic minority groups on the Health Board's End of Life and Palliative Care Strategy.

**Further work to take forward Equality Objective 6 during 2022-23 will include:**

- Supporting the organisation to adopt an inclusive approach to all engagement activity.
- Facilitating the delivery of patient stories at senior management forums to contextualise lived experience.
- Increasing engagement across all protected characteristics and Socio-economic disadvantage through our Equality Stakeholder Group.

**BCUHB Equality Objective 7:**

**We will prioritise action to increase participation for people sharing different protected characteristics in health services across North Wales**

During 2021-22 the Health Board achieved a number of milestones to support Equality Objective 7. We:

- Developed and published Our Digital Future Strategy which is published here: [Digital Strategy - Betsi Cadwaladr University Health Board \(nhs.wales\)](#)
- Widely promoted the importance of inclusive communications, increasing access and reducing cultural and language barriers.
- Mobilised volunteers to support activities across the Health Board, including with the Vaccination Programme.
- Continued our Robin Volunteer scheme with 330 Robin Volunteers from all walks of life supporting our hospital sites and over 700 registered Public Volunteers supporting our COVID-19 Vaccination Programme as helpers.
- Continued our employability schemes during 2021-22.

## **Focus on... Digital First – leaving no-one behind**

In May 2021, we published our strategy – Our Digital Future, Digital Roadmap for Health in North Wales 2021-2024. This is an ambitious strategy with a primary focus in improving the experiences of our patients, carers and staff.

We aim to ensure that patients and carers have easy access to the information they need to support them to self-manage their care and also that our staff can access the right information in the right place at the right time to be able to provide safe, positive patient experiences and improved outcomes. The core approach is “Digital First – leaving no-one behind”. This is crucial as some of our patients and their carers may be digitally excluded and this strategy aims to ensure that everyone’s needs are included to ensure there is no negative impact on people’s health.

Public consultation informed the strategy with over 4,000 comments received. This consultation highlighted concerns with digital exclusion as a barrier. An Equality Impact Assessment and Socio-economic Impact Assessment were undertaken to inform the approach taken to developing digital services. The Health Board will continue to provide and support people to access our services non-digitally, including providing a range of communication options through contacting patients by letter, the use of an interactive voice messaging service to the patients landline, text message reminders and an app for ordering repeat prescriptions. We continue to provide face to face appointments to ensure no-one is excluded. This will help us continue to address existing health inequalities, and to engage patients and carers who are facing digital poverty.

## **Focus on: Employability Programmes:**

The Health Board operate a number of employment schemes which provide opportunities to gain experience, skills and confidence.

Our Employability Programmes are delivered in partnership with:

- Communities First Projects and Job Centres.
- Agoriad, Scope, Remploy, Sight and Sound, Gisda.
- North Wales Regional Equalities Network (NWREN).
- Educational settings.
- 'Go Wales' University Students.

The opportunities included:

- Apprenticeships in partnership with Further and Higher Education.
- Apprenticeships promoted to disabled people through Disability action plan for apprenticeships | GOV.WALES.
- Step into Work Adult Volunteer Work Placement Programme, providing support for a range of people including those at risk of long term unemployment.
- Project SEARCH, a unique pre-employment programme helping young people with cognitive impairments and who are neuro divergent to gain the skills to enter employment.
- The Kick-start Scheme is funded by the Department of Work and Pensions to create new job placements and support for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment.

The Health Board carry out a range of other work to promote employability across North Wales. This includes attendance at careers fairs and visits to colleges and schools including mock interview sessions.



## Focus on: A Step into Work



We work in partnership with social enterprises to deliver our ‘Step into Work’ programme.

This provides opportunities through placements for people including workless households and the long-term unemployed. The programme is delivered in partnership with communities for work project, In Work Poverty, Agoriad, Remploy, Mon Communities Forward, North Wales Regional Equalities Network (NWREN), Not in Education, Employment or Training, Go Wales, Higher Education Students and Further Education Students.

Since 2017, our ‘Step into Work’ programme has helped over 250 participants secure a role in the Health Board including as Health Care Assistants, Domestic, Porters and others working in catering, administration and laboratories.

### **Further work to take forward Equality Objective 7 in 2022-23, includes:**

- To increase staff awareness, we will develop and publish a set of co-production principles for colleagues on the Health Board’s intranet system “BetsiNet”.
- Ensure examples of best practice are published on the Betsi Net and will include the Code of Practice for Delivery of Autism Services,



Gender Inclusion, and work with Military Veterans, Asylum Seekers and Refugees.

- Increase our understanding and potential of a co-productive approach.

## **BCUHB Equality Objective 8:**

**We will prioritise action to develop an inclusive culture where leaders routinely demonstrate their commitment to promoting equality within BCUHB and beyond and enable a fair and inclusive workforce**

During 2021-22 the Health Board achieved a number of milestones to support Equality Objective 8. We:

- Implemented Socio-economic Duty governance and assessment procedures through the SEIAs.
- Continued to embed equality and human rights considerations to ensure compliance with the Public Sector Equality Duty through a focus on EqIA procedures and support.
- Developed an Equality Accountability Framework and Balanced Scorecard with roll out planned for 2022-23.
- Took account of the Compassionate Leadership Principles launched by Health Education and Improvement Wales (HEIW).
- Took account of the All Wales 10-year workforce strategy, 'A Healthier Wales: Our Workforce Strategy for Health and Social Care' when advising on the development of BCUHB strategies.
- Developed equality language best practice resources for colleagues through the equality team BetsiNet pages.
- Continued to increase the percentage of staff disclosing equality information on Electronic Staff Record.

- Improved the support given to staff recruited to the Health Board from overseas which includes the provision of welcome and guidance packs to help our overseas staff adjust to life in North Wales.
- Continued to gather staff and patient stories to increase understanding of lived experiences of people who share protected characteristics.
- Continued to work with Health Education Improvement Wales (HEIW) to implement the mandatory Equality Training - 'Treat Me Fairly'.
- Applied EqlA and SEIA principles to inform the development of the People Strategy and Plan.

**Further work to take forward Equality Objective 8 in 2022-23 includes:**

- To agree a suite of key performance indicators for those who share protected characteristics to support the implementation of the Equality Accountability Framework.
- To continue to provide EqlA training for all senior managers.
- To provide SEIA training for all project managers and senior managers responsible for strategic projects.

## **BCUHB Equality Objective 9:**

**We will prioritise action to advance race equality in North Wales**

During 2021-22 the Health Board achieved a number of milestones to support Equality Objective 9. We:

- Established a Race Equality Action Group to take forward the workforce race equality plan and plan for the publication of the Welsh Government Race Equality Action Plan.
- Gained a better understanding of the experience of local populations, patients and carers from a Black, Asian and ethnic minority background with a report for those living in Rhyl commissioned by the

North Wales Regional Equality Network. This work will both inform the tasks of our Race Equality Action Group and also Year 3 of our Strategic Equality plan for 2022.

- Sustained and supported the BCUnity Ethnic Minority and Overseas Staff Network to better understand lived experience and provide our staff with the opportunity to engage in influencing service planning and delivery.
- Celebrated Black History Month across the Health Board.
- Developed resources to support cultural competency with the commissioning of the Cultural Competency programme from 'Diverse Cymru' to provide Cultural Competency training to key staff, with this continuing into 2022-23.
- Launched staff development grants to fund the provision of training and development opportunities for Black, Asian and ethnic minority staff.
- Developed an inclusive calendar of multicultural festivals and celebrations and used it to improve awareness amongst our staff.

**Mehreen Rafique, Acting Chair of the BCUnity Ethnic Minority and Overseas Staff Network said:**

“The past year has been yet another challenging year for the Health Board, as we find ourselves affected by numerous issues directly and indirectly resulting from the ongoing pandemic. Now, more than ever, it is vital that we pull together in understanding and value the contribution that everyone makes to our society. In our place of work, it is also crucial that we value and respect each and every staff member regardless of ethnic background. This way, we will have an engaged and productive workforce in what is often a challenging environment. Events like Black History Month and recognising festivals and celebrations from different faiths and cultures are part of making everyone feel included. Our Race Equality Action Group is an important group that will ensure that we measure and improve our performance when it comes to racial equality in BCUHB.”



Photograph of Mehreen Rafique.

## **Focus on: Promoting collaborative working with organisations working to support Black and Minority Ethnic individuals**

It is widely recognised that whilst the coronavirus pandemic has impacted on the lives and livelihoods of all communities in Wales, the impacts on Black and Minority Ethnic individuals have been especially profound. A key focus of the Health Board's work this year has been to maintain awareness of this evidence as it has emerged, work with our stakeholders and staff to address immediate issues and identify actions to take forward in 2022 and beyond.

We have worked closely with the North Wales Regional Equality Network (NWREN) for many years and have welcomed their continued engagement, support and advice in this challenging year.



During 2021, we worked in partnership with NWREN to undertake a study in Rhyl to map the agencies engaged with Black and ethnic minorities individuals, and to identify themes within the experiences of local Black and ethnic minority individuals in accessing healthcare. This report and the lived experience evidence it gathered will inform the work of the newly formed Race Equality Action Group.

## **Focus on: Grant Scheme for staff from ethnic minority backgrounds**

Following work undertaken by our BCUnity Ethnic Minority and Overseas Staff Network, Awyr Las, our local NHS charity, launched a small grants scheme specifically for BCUHB staff from ethnic minority groups, with grants awarded to support supplementary development activity related to additional continuous personal development and extra accredited training.

### **Norah Musyoki explains what the grant scheme means to her:**

“Most times many of us walk around with a basketful of ideas and dreams that we have no clue how to bring them to pass...this is an even more resounding truth when in a new environment where you barely have an idea of what is right to say or not, when and where exactly to find help...

Providing career development for our ethnic minority staff is not only about providing information about opportunities and how to access them but also to ensure that staff are supported to take advantage of them. The grant scheme provided through Awyr Las seeks to remove barriers and make sure all staff, irrespective of background, have fair and equal opportunities to opportunities for personal and professional development.

I realise that for me to remain relevant in my field within the UK and beyond, I need to be well equipped with all the knowledge I can get. For the longest time I have known I have to go back to school and upgrade my qualifications to the UK equivalent. With this grant, I will have obtained support to fund part of the fees for my BSc (Hons) Nursing studies top up degree at the University of Derby. I'm optimistic that this is the door I need to step onto the career development ladder”.



Photo showing Norah Musyoki



## Case study: Black History Month

In October 2021, we celebrated Black History Month. This was promoted widely through our Equality Briefings and by our BCUnity Ethnic Minority and Overseas Staff Network. Together, we coordinated a campaign to celebrate our amazing diversity across the Health Board. The theme this year was “Proud to be...”.

**B:M2021**  
BIG DEEPER, LOOK CLOSER, THINK BIGGER

Tim  
Cydraddoldeb  
Equality Team

# Proud to be...

				
...a Consultant Gynaecologist and Associate Medical Director	...a Trauma and Orthopaedic Nurse	...a Corporate Business Office & Speak Out Safely Guardian	...an Organisational Development Manager & Speak Out Safely Lead	...a Senior Community CAMHS Practitioner & Speak Out Safely Guardian
				
...a Public Health and Wellbeing Projects Coordinator	...a Speciality Doctor in Radiology	...a Speciality Doctor in Radiology	...a Renal Social Worker & Speak Out Safely Guardian	...a Staff Nurse
				
...a Clinical Psychologist	...a Registered Nurse	...a Mandatory Training Manager & Speak Out Safely Guardian	...a Looked After Children and Young People's Nurse	...a Staff Nurse
				
...a Registered Nurse	...a Doctor	...a Phlebotomist	...a Regional Coordinator for Suicide and Self Harm	...an Equality Manager

## Celebrating our wonderful diversity in BCUHB!

 GIG NHS  
Bristol Health and Wellbeing  
Bristol City Council  
University Health Board

## **Further work to take forward Equality Objective 9 in 2022-23**

### **includes:**

- Continuing to develop and strengthen our Race Equality Action Group and implement our workforce race equality plan.
- Implementing the actions arising from the Wales Race Equality Action Plan when published.
- Strengthening engagement and the role of the BCUnity Staff Network.
- Reviewing membership of our Equality Stakeholder Group, and promoting participation from underrepresented groups.

## **BCUHB Equality Objective 10:**

### **We will prioritise action to deliver the Public Sector Equality Duty**

During 2021-22 the Health Board achieved a number of milestones to support Equality Objective 10. We:

- Mandated Equality reporting completed and published on the Health Board website in Welsh and English.
- Provided a quarterly progress report on the delivery of the Year two of the Strategic Equality Plan to the Equality and Human Rights Strategic Forum.
- Engaged and involved people to join the Equality Stakeholder Group who are representative of one or more of the protected groups and who have an interest in how the Health Board carries out its equality duties.
- Developing and implementing an EqIA Training Plan for all senior managers. This has involved facilitating twice weekly EqIA training sessions during 2021-22.
- Included a requirement to collect Equality Monitoring information as a standard is included in the Health Board's draft Quality Strategy.



- Continued to celebrate Equality, Diversity and Inclusion with a week of virtual events across the Health Board during May 2021 to mark Equality Week 2021.
- Strengthened the Public Sector Equality Duty in the Health Board's procurement processes.

**Further work to take forward Equality Objective 10 during 2022 includes:**

- Increasing the proportion of managers across the Health Board who have undertaken EqIA training.
- Reviewing and analysing employment information held on the electronic staff record (ESR) and identified themes to inform delivery of our Year three Strategic Equality Plan.
- Publishing our Annual Employment Report.
- Continuing to provide quarterly updates on progress with delivery of Year three of our Strategic Equality Plan to the Equality and Human Rights Strategic Forum.
- Implementing the Equality Accountability Framework.

## 7. Conclusion

BCUHB remains committed to advancing equality, promoting human rights and reducing health inequalities. This annual report highlights our key achievements during 2021/22 to ensure that our services reflect and respond to the needs of our people and that we comply with our statutory equality and socio-economic duties. This annual report aims to show how we continue to work to ensure that equality, diversity and inclusion are mainstreamed and fully embedded in the planning and delivery of our services both now and to meet the future needs of the population and our workforce across North Wales.

COVID-19 has been ever present in all our work across the Health Board in the last year, and awareness and understanding of health inequalities has been brought into sharper focus with the differential impact COVID-19 has had on the people we serve who share protected characteristics and those who experience socio-economic disadvantage. Our equality objectives have been further revised to reflect this developing evidence and we will continue to drive and monitor implementation during year three and four of our Strategic Equality Plan.

Responding to and acting upon the introduction of the Socio-economic Duty in 2021 has provided a further platform for the Health Board to ensure our strategic decisions take account of the potential socio-economic impact of our decisions and deliver better outcomes for those who experience socio-economic disadvantage. This year we have strengthened the governance of this work, a key achievement has been the wide promotion of a range of resources to raise awareness of the Duty and implementation of a process and framework to help ensure that robust socio-economic impact assessment informs our strategic decision making across the Health Board.

During 2021/22 we have further developed and strengthened our Staff Networks and continued to work with our Equality Stakeholder Group. This ongoing engagement is invaluable in helping us maintain an understanding of the barriers experienced by some groups and by working together to identify improvements. We know that the ongoing Covid-19 pandemic will continue to highlight and may exacerbate existing health inequalities. As such it is important as ever to plan and deliver our services from the founding principle of equality, human rights and inclusion.

We look forward to delivering the third year of our Strategic Equality Plan in 2022-23. Finally, we conclude this report by acknowledging the significant challenges everyone has faced during 2021-22 and sincerely thank and note our appreciation for all our stakeholders, staff and partners who have continued to support and help BCUHB deliver the second year of our Strategic Equality Plan.

# Appendix 1 – Gender Pay Gap report



## Gender Pay Gap Report 2021

### Introduction

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 set out the requirements for organisations with more than 250 employees to calculate and publish their gender pay gap information. Greater transparency in pay gap reporting is designed to help organisations better understand the issues that give rise to, and sustain gaps in average pay between men and women, and to encourage organisations to take steps to tackle them.

We have therefore, decided to go beyond the specific legal requirements contained in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and to voluntarily publish this pay gap report based upon the 2017 Regulations.

This is our third Gender Pay Gap Report. All figures are based upon data taken from the NHS ESR (Electronic Staff Record) payroll systems as at the latest snapshot date (31<sup>st</sup> March 2020).

This report contains the following:

Average & Median Hourly Rates and Pay Gaps

Average and Median Bonus and Pay Gaps

Proportion of staff receiving a bonus

Number and percentage of males and females divided into four groups (Pay Quartile) ordered from lowest to highest pay.

Table 1. Average & Median Hourly Rates and Pay Gaps

<b>Gender</b>	<b>Average Hourly Rate (£p per hour)</b>	<b>Median Hourly Rate (£p per hour)</b>
<b>Male</b>	<b>22.18</b>	<b>16.20</b>
<b>Female</b>	<b>15.97</b>	<b>14.36</b>
<b>Difference</b>	<b>6.21</b>	<b>1.84</b>
<b>Pay Gap %</b>	<b>27.97%</b>	<b>11.36%</b>

The gender pay gap is defined as the gap in median pay that male and female employees receive.

The mean pay gap is the difference between average hourly earnings of men and women. The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

The figures above highlight a gap between the average hourly pay for men and women in the organisation. Further research has been undertaken to better understand why these gaps exist, and the early indications are that this could be attributable to the high numbers of women in some of the lower grades, as well as a high proportion of men in senior grades, where staff numbers are not so great. This is borne out by the numbers shown in Table 4 and the accompanying graph.

Gender pay reporting is different to equal pay- equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. We are confident that men and women are paid equally for doing equivalent jobs across BCUHB. More than 93% of BCUHB staff are paid in accordance with NHS Agenda for Change Terms and Conditions – these are the national agreements on pay and conditions of service for NHS staff other than very senior managers and medical staff.

Table 2. Average and Median Bonus and Pay Gaps\*\*

<b>Gender</b>	<b>Average Bonus (£)</b>	<b>Median Bonus (£)</b>
<b>Male</b>	<b>11,474.79</b>	<b>10,003.02</b>
<b>Female</b>	<b>9,069.67</b>	<b>8,057.67</b>
<b>Difference</b>	<b>2,405.12</b>	<b>1,945.35</b>
<b>Pay Gap %</b>	<b>20.96%</b>	<b>19.45%</b>

In line with the reporting requirements, our mean bonus gap of 20.96% is based on actual bonuses and so it does not take into account part-time working.

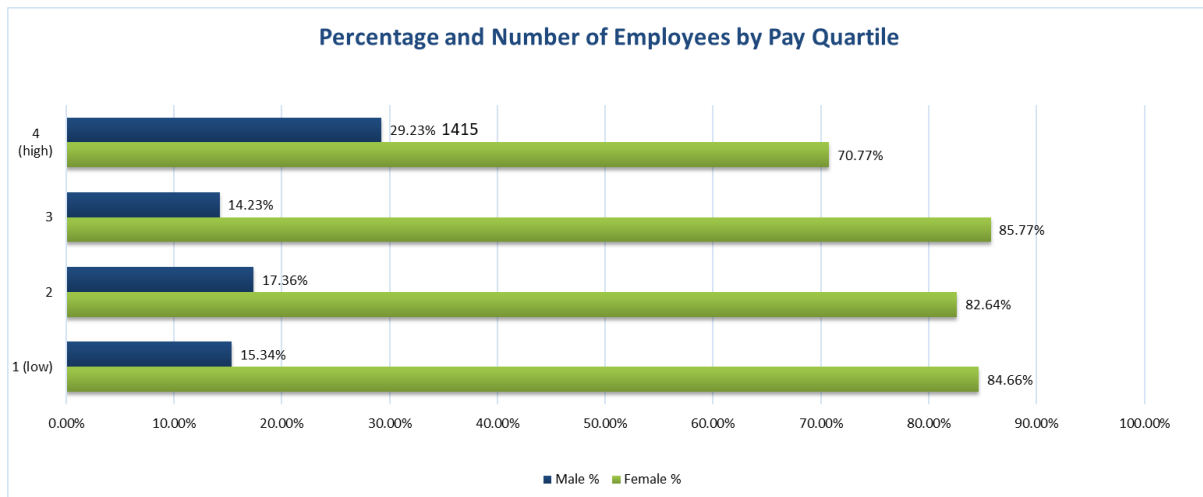
Table 3. Proportion of staff receiving a bonus\*\*

<b>Gender</b>	<b>Employees Paid Bonus</b>	<b>Total Relevant Employees</b>	<b>%</b>
<b>Male</b>	<b>297</b>	<b>4,405</b>	<b>6.74%</b>
<b>Female</b>	<b>104</b>	<b>17,091</b>	<b>0.6%</b>

\*\* Bonus payments comprise Clinical Excellence and Commitment Awards paid to medical staff.

Table 4. Number and percentage of Employees by Pay Quartile

<b>Pay Quartile</b>	<b>Female</b>	<b>Female %</b>	<b>Male</b>	<b>Male %</b>
<b>1 (Lowest)</b>	<b>4012</b>	<b>84.66</b>	<b>727</b>	<b>15.34</b>
<b>2</b>	<b>3917</b>	<b>82.64</b>	<b>823</b>	<b>17.36</b>
<b>3</b>	<b>3978</b>	<b>85.77</b>	<b>660</b>	<b>14.23</b>
<b>4 (Highest)</b>	<b>3426</b>	<b>70.77</b>	<b>1415</b>	<b>29.23</b>



The table and graph demonstrate how the proportions of women and men change from lowest to highest pay quartiles, meaning that fewer women are employed in senior roles than men. The spread of Male and Female across the pay quartiles has changed very little since 2018.

### Conclusions and Next Steps

The Health Board's workforce is predominantly female; this is similar to most NHS organisations. Whilst national pay scales, supported by local starting salary and pay progression processes are designed to support equity and fairness, we have identified a gender pay gap across the workforce. We are working to better understand these issues. A number of themes have emerged which will be aligned to the BCUHB Workforce Strategy and Key Priorities: -

#### **Work-life balance**

#### **Networks and Support Mechanisms**

#### **Organisational Development and Training**

#### **Recruitment, Retention and Progression**

Statement by our Executive Director Workforce and Organisational Development

"We recognise the disproportionate impact of the Covid-19 pandemic on some groups, our organisation employs over 18,000 people, the majority of whom are members of communities across North Wales. Pay gap reporting is a vital tool in helping us understand and tackle gender inequality at work. Creating a culture of inclusion, fairness and equity

across our workforce is at the heart of our Workforce Strategy. This is reflective of the Health Boards' strategic equality objectives, and is supported by an increasing body of evidence, which correlates inclusion, wellbeing and the engagement of the workforce with the quality of health and care experienced by the people we serve. The Covid-19 pandemic continues to shape our strategy and the operations of our organisation, we recognise the disproportionate impact the pandemic has had on some women, working mothers balancing childcare and homeschooling and those with caring responsibilities. Our move this year to agile and more flexible working will provide valuable insight going forward. Maintaining a clear picture of both the pay gap, staff experience and strengthening our BCUnity staff networks will help us take the right steps as we progress."