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Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

Fairness, Rights and Responsibilities



Annual Equality Report

2014 -2015

'a conscious approach and state of mind'

This report and any supporting documents can be made available in other languages or formats on request



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Examples of good practice

Throughout this report, you will see boxes with a light bulb as shown below. This is where we have captured examples of good practice from across the organisation that demonstrate how we are working to meet the requirements of the General and Specific Equality Duties and to improve patient experience by removing barriers and promoting equality of opportunity.



Introduction

Welcome to Betsi Cadwaladr University Health Board's (BCU HB) Annual Equality Report covering the period April 2014 to March 2015. This report summarises the action we have taken to advance equality and shares some of the many examples of excellent work in our Health Board. It also outlines the challenges we face and the areas where we need to drive progress.

The Board is committed to advancing equality of opportunity and protecting and promoting the rights of everybody to achieve better outcomes for all. Our priority is to ensure that the patients we treat receive safe and high quality care, delivered with dignity and compassion and in a way that respects their individuality.

We work closely with staff, patients and partners to embed equality and human rights principles into our ways of working and have developed our Equality Stakeholder Group into a more collaborative and interactive forum where external stakeholders set the agenda. We continue to engage with a range of stakeholders and subject experts to help assure our strategic direction.

This Annual Report provides an overview of our progress this year and also identifies those areas that have provided challenges. It gives us the opportunity to share our progress and give interested stakeholders a preview what we are going to be doing in 2015/16, largely focused on a review of our Strategic Equality Plan. There is a lot to be done, but we are confident that we are well placed to maintain our progress. If you have any comments or suggestions in relation to the contents of this report, please forward them either by post or by e-mail to:

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Betsi Cadwaladr University Health Board

About the Health Board

Betsi Cadwaladr University Health Board is the largest health organisation in Wales, providing a full range of primary, community, mental health and acute hospital services for a population of around 676,000 people across North Wales and a significant number of visitors and tourists to the area. Our purpose is to improve health and provide excellent care.



We:

- Employ around 16,100 staff
- Have a budget of around £1.2 billion
- Run three district general hospitals (Ysbyty Gwynedd in Bangor, Ysbyty Glan Clwyd in Bodelwyddan and Ysbyty Maelor in Wrexham)
- Provide care at 18 other acute and community hospitals and a network of over 90 health centres, clinics, community health team bases and mental health units
- Co-ordinate the work of 114 GP practices and NHS services provided by dentists, opticians and pharmacies

The Betsi Cadwaladr University Health Board Annual Report provides an update on progress as a Health Board and the latest available Report for the year 2014/15 is available via our website at: www.bcu@wales.nhs.uk, or by contacting our Corporate Communications Department (please see front cover for contact details).

Our latest Public Health Annual Report can be found at:
<http://www.wales.nhs.uk/sitesplus/861/opendoc/277499>

The second Annual Quality Statement for Betsi Cadwaladr University Health Board summarises the action taken during 2014/15 to provide safe, high quality care to our patients across North Wales and can be found at:
<http://www.wales.nhs.uk/sitesplus/861/opendoc/274204>

Our Key Achievements during 2013/14

Key Equalities achievements include:

- influencing the national equality agenda through partnerships, consultations and leading project work
- making changes to the GP Self-Assessment Toolkit to include specific measures to improve equality considerations in Primary Care settings. In 2014/15 North Wales GPs have been the best performing in Wales for the engagement and completion of the Clinical Governance Toolkit with a submission rate of 99.1%.
- developing and implementing an organisation-wide plan in response to meeting the requirements of the Standards for Accessible Information and Communication for People with Sensory Loss;
- improved engagement with key stakeholders through regular meetings of our Equality Stakeholder Group;
- influencing planning and estates activity to raise awareness of the Public Sector Equality Duty and embed the principles of inclusive design, demonstrated through the stakeholder events held to consider plans for the development of the Royal Alexandra hospital site in North Denbighshire.
- Exemplar Employer Award recognising our work to raise awareness of, and access to flexible working opportunities;
- Influencing procurement policy through changes to Health Board Standing Financial Instructions which make the specific equality duties more explicit;
- more than 7,000 of our staff have now successfully completed our mandatory equality and human rights training package;
- strengthening Equality Impact Assessment processes within BCUHB Corporate Governance arrangements, including mandatory application in major project development;
- awareness-raising of issues faced by LGBT people through attendance at North Wales Pride and celebration of IDAHOT Day with engagement of key staff across all three sites; we have also deployed rainbow flags and stickers widely across the organisation;
- close collaboration with Stonewall Cymru to achieve an improvement in our ranking in the Stonewall Workplace Equality Index and an invitation to take part in the Health Champions Programme;
- leading a major research project into the causes of pay inequality as part of the implementation of our Gender Pay Action Plan in the Health Board;
- leading national project work including the development of templates to bring greater consistency to employment and pay reports across NHS Wales,
- wider recognition of the benefits of partnership working with public sector partners through the North Wales Public Sector Equality Network;

Our Equality and Human Rights Objectives

Our Equality and Human Rights Objectives were published within our Strategic Equality and Human Rights Plan 2012-16 in March 2012. They were developed in collaboration with other public sector organisations in North Wales following a review of national and local reports, literature and other evidence; a number of key themes emerged in relation to equality that were then further refined during cross-sector engagement with a wide range of stakeholders.

This Annual Report includes a progress report against the Outcomes and Objectives (see Appendix A).

We believe that our approach is inclusive, however it is also important to understand that our objectives are not limited to the protected characteristics as defined in the Equality Act 2010 and extend, for example, to include other groups such as homeless people.

Monitoring our Progress

Scrutiny

The Equality and Human Rights Strategic Forum scrutinises progress and provides assurance to the Health Board.

Membership of the Equality and Human Rights Strategic Forum comprises an Executive Director, Assistant Directors, our Independent Board Member Champion for Equality, senior staff from different disciplines across the Health Board and a representative of our Trade Union Partners together with external stakeholders represented by the Community Health Council and representatives from our Equality Stakeholder Group and Celtic Pride LGBT Staff Network.

Items of significance from the Strategic Forum are reported directly to senior staff across the organisation and to the Quality, Safety and Experience Sub-Committee of the Board.

In addition to monitoring of progress by the Equality and Human Rights Strategic Forum and by the BCUHB Local Partnership Forum comprising of managers and Trade Union representatives, we report regularly to our Equality Stakeholder Network; this group was instrumental in the development of our objectives. The group meets four times each year, and comprises individuals

and groups representing people with protected characteristics and others who have identified themselves as willing to work with us in this role. Stakeholders now determine the agenda and topics for discussion. During the last 12 months this has included discussions on the Integrated Medium Term Plan (IMTP) and the dignity of patients and staff.

Scrutiny also takes place when members of the Corporate Equalities Team provide regular updates to the Trade Unions through the Local Partnership Forum (LPF) and Local Negotiating Committee (LNC).

Arrangements are also being made for regular updates to be provided to the BCUHB Stakeholder Reference Group (SRG).

Other Scrutiny and Measures - a Question of progress

Measuring improvement in experience and outcome remains a challenge across Wales. Little data is collected nationally in respect of protected characteristics on an individual level.

(a) Standards for Health Services in Wales

The Standards for Health Services in Wales are integral to the five year strategic framework for the NHS and key to underpinning the vision, values, governance and accountability framework for the new NHS Wales.

A Review of the Standards for Health Services in Wales and the Fundamentals of Care Standards has now been completed and the new Health and Care Standards were introduced from 1st April 2015.

(b) Key Performance Indicators (KPIs) for Equality and Human Rights

BCUHB has developed a number of performance measures (key performance indicators or KPI's) for equality and human rights within the Health Board. They are reported to the Equality and Human Rights Strategic Forum every six months.

The KPI's have proved challenging to report this year due to significant organisational change taking place. We will be reviewing the framework as soon as the new organisational structure has been fully established.

(c) Clinical Programme Groups and Corporate Support Functions

Clinical Programme Groups and Corporate Support Functions have been scrutinised in relation to the following key areas:

- How equality, diversity and human rights are incorporated into the governance arrangements of the CPG/CSF, including reporting mechanism and links to the Equality Operational Group (Sub Group of the Equality and Human Rights Strategic Forum for BCU)
- How equality and human rights are promoted within the CPG/CSF and arrangements for training staff
- How the CPG seeks to reduce health inequalities, including how and where the strategic equality objectives have informed CPG/CSF service plans
- How the CPG takes account of the needs of individuals, including, patients, service users, carers and staff, ensuring that engagement activity is inclusive and represents all protected characteristics
- How Equality Impact Assessment (EqIA) informs decision making in the CPG/CSF. How the CPG Board seeks assurance of compliance with the equality duties in relation to policy and strategy development

(d) Stonewall Cymru

BCUHB is a member of the Stonewall Cymru Diversity Champions programme and takes part in their annual Workplace Equality Index. Steady progress has been made during our three years of membership in improving our position in the index and this provides scrutiny on our work to make BCUHB a fairer workplace where staff can give their best.



Gender Equality and Reducing Pay Inequalities

A gender pay action plan was developed by the task and finish group which had been established by the Equality & Human Rights Strategic Forum.

Two key projects were completed during the year:-

- Staff Questionnaire This questionnaire explored areas such as equal access to training and promotion opportunities and whether staff feel there are barriers preventing them from progressing in the Health Board.
- Flexible Working Pilot in two areas – Mental Health and Learning Disability CPG and the Informatics Department. This pilot, which we undertook in partnership with Chwarae Teg, explored how improving understanding of, and access to Flexible Working opportunities impacts upon different groups (e.g. men and women). It also sought to measure the impact upon sickness absence levels of improvements in work-life balance attributable to a more flexible approach to working times and patterns.

The key feedback from the 528 responses to the staff questionnaire included:

- Men think women have greater access to flexible working
- Childless women feel disadvantaged compared to those who have children
- Men are more likely to challenge/less likely to put up with things
- A number of people feel their workplace could not accommodate flexible working
- There is a strong sense that senior roles are predominantly occupied by/only available to men



The pilot project on Flexible Working contributed to BCUHB receiving the “Exemplar Employer” award from Chwarae Teg which acknowledges organisations that go further in promoting flexible working opportunities.

The results from both projects were reported to the Equality & Human Rights Strategic Forum in March 2015, and the Local Partnership Forum in April 2015 together with a number of recommendations which were adopted, together with an action plan which is included at Appendix D.

We have continued to monitor the work of the WAVE (Women Adding Value to The Economy) Project and will be engaging in further work with the project team to help them develop a Gender and Employment Pay Analysis (GEPA) Model which will be made available for use by all organisations in analysing pay and employment differences between men and women.

Equality Information

Our Role as a Service Provider

Equality information data relating to concerns and incidents is gathered in an electronic reporting system called Datix.



BCUHB Equalities and Concerns teams ran a pilot exercise to test a system for capturing equality information contained in concerns related to protected characteristics. This work involved some system changes together with tailored equality training sessions for concerns staff. The system has now been implemented and recommended for adoption by all Concerns teams across NHS Wales. Regular reports are considered by the Equality & Human Rights Strategic Forum.

Patient experience

Feedback allows us to make improvements when needed. We collect feedback in a number of ways as laid out in the all-Wales [Framework for Assuring Service User Experience](#):

- **Comment cards** These cards are available in hospital inpatient and outpatient areas and are a way of gaining comments or suggestions.
- **Patient stories** These stories allow patients and/or relatives to tell us what it feels like to receive care or a service and are powerful messages that remind us every patient is individual and the impact that we can make to their lives. A patient story describing the experience of a deaf blind service user has been developed this year and circulated widely to help raise awareness of the barriers experienced by this individual whilst in hospital.
- **Surveys** The All Wales survey was introduced by Welsh Government to ensure that patients can provide feedback about their care. We introduced this first in the inpatient wards at our three district general hospitals and our main outpatient clinics in August 2013.

[iWantGreatCare](https://www.iwantgreatcare.org/) <https://www.iwantgreatcare.org/>

BCUHB ran a pilot study from October 2014 to March 2015 in Wrexham Maelor Hospital on behalf of the Welsh Government.

[iWantGreatCare](#) is a paper and web-based system which enables patients to provide real-time feedback on their inpatient experience and for the wards to receive weekly patient feedback reports. As the feedback is in the main very complimentary it has had a positive impact on staff morale but has also identified some areas for improvement.

[iWantGreatCare](#) has often been termed as the 'Trip Advisor' of healthcare. During the pilot study, 1,960 reviews have been posted on the Wrexham Maelor site: this has resulted in the Maelor Hospital receiving an overall star rating of 4.76. The highest rating on the [iWantGreatCare](#) website is 5. The Health Board has now extended this pilot at Wrexham Maelor Hospital and is developing a business case to make a real time feedback system available across all Health Board areas.

Stonewall Cymru Health Champions Programme

This year we were invited by Stonewall Cymru to take part in a pilot of their Health Champions Programme designed to support the organisation develop best practice and improve our lesbian, gay and bisexual patients' experiences.

Following initial consultation, we worked with the Head of Service User Experience and the Chair of Celtic Pride to complete a questionnaire from which Stonewall will assess the current level of service provision for LGBT service users and make recommendations for changes and improvements.

Our Role as an Employer

Information relating to the equality characteristics of our workforce is gathered as part of the recruitment process via a national system known as NHS Jobs and this also enables us to understand the profile of people applying to work for us and whether or not they are successful.

We have continued to lobby for changes to NHS Jobs to ensure we can comply with the Public Sector Equality Duties; however the system still does not enable us to separate internal and external applicants and this limits our ability to report on staff who have applied for promotion and whether or not they are successful.

ESR is a national system for the NHS in the UK. There are currently no fields within ESR for recording the characteristic of Gender Reassignment, nor is there provision for capturing information about staff who have caring responsibilities. We have, however, continued to lobby throughout the year for system changes so that we are better able to meet our statutory reporting duties.

This year, staff from the BCUHB Corporate Equalities Team led an All-Wales project aimed at developing standard employment reports for all NHS organisations in Wales which will enable benchmarking against each other and against All Wales data which has previously been unavailable.



Monitoring information from the incident reporting system enabled us to identify the need to provide guidance for staff who are the subject of racial abuse by patients. We worked closely with our Safeguarding Team and Violence and Aggression Case Manager to develop a guidance document to help staff deal with all forms of hate incidents and crimes. This has now been published.

Each year we publish employment and pay reports required by the Specific Equality Duties for listed bodies in Wales and these are available on our website at: <http://www.wales.nhs.uk/sitesplus/861/page/79511>

Highlights from these reports are contained in Appendix B together with analysis of any emerging trends.

Assessing Impact

We aim to ensure our staff understand the principles of Equality Impact Assessment (EqIA), and that it is not a complicated process. It is a structured process that tries to ensure, as far as possible, that when we make a decision, develop a strategy or policy, or do anything else that affects our service users or staff, then we do so in a fair, accountable and transparent way taking into account the needs and rights of those who might be affected.

The Corporate Equalities Team continues to run regular skills workshops and to provide support for staff involved in undertaking equality impact assessments. The level of improvement in understanding around the need for, and processes involved in carrying out impact assessments is very positive.



Our website EqIA pages are subject to ongoing review and this year we added a new page to pull together resources, information and advice that is specific to service change proposals and projects, emphasising the importance of effective and inclusive engagement with stakeholders.

We were also invited to provide an Equality Impact Assessment training session for the BCUHB Board to support improved governance arrangements and an updated version of the guide for Board Members published by the NHS Centre for Equality and Human Rights. This training is now being cascaded to senior staff across the organisation.

We have recently established an Equality and Human Rights Scrutiny Task & Finish Group which includes external equality stakeholders. This group will provide scrutiny of the equality impact assessment process relating to our “Living Healthier, Staying Well” listening exercise and any subsequent projects that emerge from the feedback we receive on the future of health services in North Wales.

The Corporate Equalities Team have worked closely with colleagues in the Project Management Office (PMO) to ensure that Equality Impact Assessment is embedded within the Quality Improvement Workbook, making EqIA mandatory for all major projects across the Health Board.

Promoting Knowledge and Understanding

Equality and Human Rights e-Learning

The Specific Equality Duties for public sector organisations in Wales, which became law on the 6th April 2011, requires BCUHB:

“..to make appropriate arrangements to promote knowledge and understanding of the general duty and specific duties amongst (our) employees.”

In February 2012, “Fairness, Rights and Responsibilities” was launched across BCUHB as our mandatory equality and human rights training package. Since this time, the Corporate Equalities Team have worked closely with operational colleagues to deliver ad hoc workshops at many locations across the Health Board.

As at the 31st March 2015, more than 7,000 of our staff have successfully completed the e-learning training package representing approximately 35% of our workforce.

Other Ways in Which We Promote Knowledge and Understanding

Whilst we believe that providing good quality, up to date training that helps staff understand the relevance of equality and human rights issues to their day-to-day jobs is the most effective way of improving awareness and understanding, we also promote knowledge and understanding in many other ways, including:

- Our **website** has been developed to provide information and to help signpost staff to other sources of help and support. Following a major review during the year, the site remains under regular review and reflects user feedback in terms of both content and format. We also use the website to promote campaigns and other events we believe staff may be interested in
- Equalities staff attend all induction (Orientation) sessions for new staff to provide an overview of our approach to equality and human rights. Feedback from these sessions is consistently positive
- We continue to provide equality and human rights training as part of the Consultant’s Foundation Programme (for newly appointed Consultants)
- Each year we provide an introduction to Equality, Diversity & Human Rights as part of the foundation programme operated by the Wales Deanery for new medical staff

- Targeted training through an action learning approach has been provided to CPG Equality Leads to help build knowledge and understanding
- Equalities staff continue to provide briefings on the latest case law relating to equality and human rights which is circulated to all Directors/Assistant Directors, Chiefs of Staff/Assistant Chiefs of Staff and other appropriate staff within the organisation

Language

Welsh Language

Betsi Cadwaladr University Health Board has adopted the principle that in the conduct of public business in Wales, it will treat the English and Welsh languages on the basis of equality. In accordance with the Welsh Language Act (1993), and the Welsh Language Measure (Wales) 2011 the Health Board has a comprehensive Welsh Language Scheme which sets out how it will give effect to that principle when providing services to the public.

As part of the Health Board's commitment to securing better bilingual care for our patients and the public, this year saw key improvements in planning and delivering Welsh medium services. The Welsh Government's Strategic Framework for Health, Social Services and Social Care, More than just words, now in its second year, has set the foundation of the "Active Offer" principle which is fundamental to the successful delivery of the framework as a means for organisations to accept responsibility of offering patients services in the language of their choice. As a result, developments have been brought about in specific departments by mainstreaming Welsh language obligations in to individual standard operating procedures to facilitate operational implementation. A Bilingual Skills Strategy has been developed to ensure that the Welsh language is mainstreamed in to recruitment and retention policies to allow for adequate bilingual workforce planning.

Raising Welsh language awareness amongst staff is integral in developing an organisation that is culturally and linguistically aware. The Welsh language is prominent in the Health Board's Orientation Programme for new and current staff. Welsh language training is also offered to staff in the form of training packs which includes a Level 1 Welsh in the Workplace CD, along with bilingual phrase cards and 'Gair i Glaf' phrasebooks for healthcare professionals.

The Health Board embraces every opportunity to promote the Welsh language with stalls held at all three main hospitals on Day of the (Working Welsh) Badge, Diwrnod Su'mae and St. David's Day. These events were met with

great enthusiasm and afforded the opportunity to engage, inform and support staff in the delivery of bilingual services.

Wales Interpretation and Translation Service (WITS)

The priority for this year has been to raise staff awareness of the Policy which describes the services available and how to access them.

Promoting Greater Sexual Orientation Equality

“Celtic Pride” LGBT Staff Support Network continues to meet every three months and has arranged two social networking events in the last 12 months.



Members attended North Wales Pride in July 2015. This is the fourth year running that BCUHB staff have been supported to attend this increasingly-important event. Also in attendance were Jenie Dean, Independent Board Member Equality Champion, and Mark Sykes, Assistant Director for Organisational Development .



In May 2015, members from Celtic Pride, together with other guests from inside and outside BCUHB, attended ceremonies at all three main hospital sites across North Wales to raise the rainbow flag to celebrate IDAHOT Day (International Day Against Homophobia and Transphobia).

Newly-appointed hospital directors performed the flag raising at each site and we were delighted that Lesley Griffiths AM was visiting Wrexham Maelor hospital and agreed to attend our flag-raising ceremony there (see picture front cover).

The ceremonies at Ysbyty Gwynedd and Ysbyty Glan Clwyd were also well-attended and included representatives from UNIQUE Transgender Network, and the BCUHB Community Health Council.

We are in the process of submitting our fourth Stonewall Cymru Workplace Equality Index questionnaire, due to be assessed in January 2016. Celtic Pride members have made significant contributions to the submission this year

following a workshop attended by our account manager from Stonewall Cymru.

Celtic Pride members have been involved in a number of actions designed to promote greater sexual orientation equality during the year including better promotion of the Network across BCUHB and beyond, and the deployment of rainbow desktop flags in Executive Directors offices and rainbow stickers on all external doors across BCUHB buildings.

One of the functions of the Network is to advise the Health Board on the development of new and revised policies from an LGBT perspective. To this end, the Network developed a document called “Meeting The Needs of LGBT Service Users”.

In addition, we are exploring the establishment of a formal straight allies programme to build upon the No Bystanders campaign which was launched at the BCUHB Staff Achievement Awards in October 2014 where members of Celtic Pride received a “Highly Commended” award in recognition of their work in advancing equality for LGBT staff.



The picture shows Celtic Pride members pictured with the Chairman, Acting Chief Executive, Independent Board Member Champion for Equality and other senior staff who had all signed No Bystander pledges to show their support for the campaign to combat all forms of bullying and harassment.

The second picture shows the wall adjacent to the Corporate Equalities Team offices at Abergele where many of the ‘No Bystanders’ pledges signed to date are on display.



This year has also seen the publishing of new guidelines to help support transgender staff in BCUHB. These have been the subject of wide consultation both within and outside BCUHB including Celtic Pride and UNIQUE Transgender Network who were instrumental in helping draft the guidelines.



Pictured is Jenny Anne Bishop from UNIQUE Transgender Network at our IDAHoT Flag-Raising ceremony at Ysbyty Glan Clwyd this year.

Any other information that is relevant to meeting the General Equality Duty

In addition to our equality objectives and service plans, a number of other linked initiatives are being progressed within the organisation that will enable us to better demonstrate how we are advancing equality of opportunity by showing due regard to the General Equality Duty. Further details are included under the appropriate objective within Appendix A, however these initiatives include:

Supporting Carers

In 2010, the Welsh Government introduced a new law called the Carers Measure. It places a duty on us to make sure that the needs of carers are met. We have produced the North Wales Carers Information and Consultation Strategy in partnership with the six local authorities and third sector carer support organisations. It outlines how we will identify carers as soon as possible and give them the information and support they need.

This year we have formed a Carers Strategy Steering Group which is leading on the implementation of the Carer Friendly Employer Recognition guidance and standards. The vision of the Steering Group is to ensure BCUHB applies key legislation appropriately and embeds the guidance and standards in appropriate Health Board Policies and documentation.

We are now also seeking carers to become involved in a North Wales Carers reference Group to recognise the knowledge and experience unpaid carers can offer in helping improve and shape the way health services are delivered by Betsi Cadwaladr University Health Board. The aim of the group will be to offer advice and feedback to the Health Board on the impact of services on carers and help create a culture of carer involvement at all levels within the Health Board.

Health and Wellbeing of Homeless People and Vulnerable Groups

In April 2013, the Welsh Government launched the new Standards for Improving the Health and Well-being of Homeless and Specific Vulnerable Groups. These revised Standards are based on those originally published in 2009 and set out more clearly the expectations on Local Health Boards and Local Authorities.

The Standards require each Health Board to produce a Homeless and Vulnerable People Health Action Plan (HaVGHAP) showing how it would ensure the health needs of all ages of homeless people and specific vulnerable groups are addressed. This includes:-

- Homeless people
- Asylum Seekers and Refugees
- Gypsies and Travellers
- Substance Misusers
- EU Migrants who are homeless

The Executive Director of Public Health is the named executive lead for the Health Board and reporting is through the Strategy, Planning and Partnerships Sub-Committee. During 2015 a robust needs assessment for the first group – homeless, those at risk of homelessness and their families – has been undertaken and is currently due out for comment. Service users and service providers are engaged in this assessment. Once the needs assessment is finalised there will be clearer understanding of where there are gaps in service provision and where changes need to be made.

The next stage of the assessment will be to understand the needs of one of the other groups such as EU migrants who are homeless.

Accessible Information and Communication for People with Sensory Loss

During 2014/15 good progress has been made in developing the infrastructure to support implementation of the Standards and the motivation to improving services for those with sensory loss is high. Further information is available via <http://www.wales.nhs.uk/sitesplus/861/page/73099> The thematic base line assessment in terms of compliance, undertaken in relation to the work streams listed below, has identified existing good practice, areas where improvements have been made relatively quickly and areas where compliance is providing greater challenges and includes barriers caused by organisational or NHS Wales wide systems

- Training
- Accessing communication support for service users via the Welsh Interpretation & Translation Service (WITS)
- Referral process and appointment systems
- Medical records, flagging and alerts
- Hearing loop provision maintenance and training
- Environment and signage
- Improved accessibility of the concerns process

Progress has been made in all areas. Our future focus is on strengthening the governance of this work and aligning to current performance management processes.

Hate Crime

The Welsh Government Framework for Action: Tackling Hate Crimes and Incidents was launched by the Minister for Communities and Tackling Poverty, Jeff Cuthbert in May 2014; it aims to tackle hate crimes and incidents in respect of the protected characteristics under the Equality Act 2010. It includes tackling hate crime in the context of cyber bullying, social media and extremist views.

Victim Support has been commissioned by the Welsh Government as the Official National Hate Crime Report and Support Centre for Wales. They are also providing awareness training for front line staff in Local Authorities and Health Boards and BCUHB has been involved in facilitating this for our own Emergency Departments and the Mental Health staff as part of the established safeguarding training strategy.

BCUHB engaged with public sector partners to raise awareness of Hate Crime Awareness Week in October 2014, and further coordinated work is planned for the second week during October 2015. The BCUHB contribution is being led by safeguarding and equalities staff with co-ordination by the Office of the Police and Crime Commissioner for North Wales.

As mentioned earlier, monitoring information from the incident reporting system enabled us to identify the need to provide guidance for staff who are the subject of racial abuse by patients. We worked closely with our Safeguarding Team and Violence and Aggression Case Manager to develop a guidance document to help staff deal with all forms of hate incidents and crimes. This has now been published.

Health Disability Sport Pathway

Betsi Cadwaladr University Health Board and Disability Sport Wales joined forces in December 2013 to support more disabled people across North Wales to become physically active, and involved in sport. This is for disabled people of any age and all abilities, with a physical, sensory or learning impairment.

The Health Disability Sport Pathway enables health professionals to signpost disabled people to their local Disability Sport Wales Development who will support them in accessing physical activity/ sport opportunities across North Wales. Training sessions are being made available for all teams to find out more about disability sport, who can get involved, and how to access the pathway.

The first year and a half of the partnership has seen over 650 Betsi Cadwaladr University Health Board Staff up-skilled around disability sport and physical activity and the role they play in promoting well-being to their patients. Over 350 disabled people have been signposted from health services to disability sport / physical activity opportunities across the North Wales region.

Primary Care

We continue to work with colleagues in the Primary Care Support Unit and with practice managers across North Wales. We met with practice managers groups to improve knowledge and understanding of the equality duties, provided them with resources and made the BCUHB equalities e-learning package available to them and their staff.

We also contributed to a review of the Public Health Clinical Governance Practice Self Assessment Tool (CGPSAT) and were able to influence the addition of a new section which strengthens GP Practices assessment against equality measures. We are hoping that this will provide valuable additional evidence of compliance with good practice in areas including physical access, and meeting the needs of vulnerable people.

Procurement

BCUHB Corporate Equalities representatives have been involved in an All Wales Task & Finish Group formed to explore how Equalities experts can support colleagues working for NHS Wales Shared Services Partnership (NWSSP) - Procurement to better understand the duties so that they can provide the necessary assurances about compliance to Health Boards. This work includes:-

- A review of Health Board Standing Financial Instructions to make more explicit links to the equality duties has now been concluded and the amendments have been formally approved by the BCUHB Audit Committee with a recommendation for similar revisions to be made to the Procurement Policy;
- Recommendations for minimum levels of training to ensure Procurement staff better understand the requirements of the public sector equality duties; and
- A joint workshop for equalities and procurement staff working for organisations that are members of the North Wales Public Sector Equality Network to raise awareness of the specific equality duties relating to public sector procurement took place during October 2014.

Our collaborative work with public sector partners in North Wales

During 2014/15, we continued to work with Equality leads in all 6 North Wales Local Authorities, North Wales Fire & Rescue Service, Welsh Ambulance Service, Snowdonia National Park, Coleg Cambria, Office for Police & Crime Commissioner and North Wales Police to share good practice and develop joint initiatives. The Network also welcomed new members to our monthly meetings representing the Community Rehabilitation Company and the Equality & Human Rights Commission.

We worked together to develop an equality monitoring form to complement the guidance document published following the engagement event in November 2013.

As mentioned earlier, we also facilitated a joint workshop to bring together equality and procurement colleagues from member organisations to help raise awareness of the equality duties relating to public sector procurement.

We have continued to explore how we can benchmark our respective organisations' employment and pay data to identify any common themes or trends that could lead to developing further joint objectives.

More recently we facilitated a workshop to raise awareness of issues relating to pregnancy and maternity discrimination and are now planning how we review our equality objectives to help inform the development of revised strategic equality plans for all member organisations.

It was pleasing to note the recognition of our joint work as an example of good practice in partnership working during the debate in the Senedd on the Welsh Minister's Equality Report. Plaid Cymru AM Lindsay Whittle said during the debate:

'One further point, which is being actively pursued by the Equality and Human Rights Commission in Wales, is the importance of sharing good practice across the public sector. And I've been made aware that, indeed, in North Wales, a number of public authorities meet in order to set shared equality objectives and to ensure partnership working. That should be the situation throughout the whole of Wales, and one that the Welsh Government needs to insist on.'

Focus For The Future

This section outlines some of the challenges we have met in relation to our equality objectives, and what we plan to do about them to move the agenda forward.

Delivering the Equality Duty in the New Organisational Structure

We will be looking to scope opportunities to embed equality and human rights practice into BCU HB revised structures as they continue to develop during 2015. We will also be working with senior planning colleagues to ensure the objectives are aligned to, and delivered through the BCUHB Integrated Medium Term Plan (IMTP).

All Wales Standards for Accessible Communication and Information for People with Sensory Loss

We will continue to drive forward the implementation plan and work with representatives to make important changes this year to remove some of these barriers identified and improve services for people with sensory loss. We will continue to monitor progress against the Standards implemented by Welsh Government. We will drive forward the principles of inclusive design and work with planning colleagues and design teams to embed these into service developments. We will work to review signage and develop guidance to promote a consistent approach across BCU HB that is accessible and inclusive.

Impact Assessment

We will seek to strengthen the synergy between the equality and quality agendas by further developing our integrated impact assessment tool. Implementation of our quality improvement strategy is a high priority for BCUHB this year and provides an opportunity for us to embed equality and human rights principles into its application. We will work to scope opportunities to further develop the impact assessment process and develop a practical tool to assist and enrich policy development.

Staff Training:

Training in equality and human rights remains a priority. Whilst we are pleased with the number of staff who have now successfully completed the innovative training package we developed and deployed during 2012, there remain barriers to staff being released from clinical areas to attend workshops or to undertake the training themselves. Some of our CPGs have performed better to arrange release of staff than others and we are working with them to help design solutions including attendance at “Mandatory Training Days” arranged within the CPG

Hate crime

We will continue to work with Safeguarding at BCU and external partners to raise awareness of the 'Welsh Government Framework for Action' across North Wales and ensure an appropriate organisational response to the requirements.

Gender Pay Differences

The scope of the work in understanding more about the factors that have given rise to differences in average pay between men and women working for BCUHB is extremely challenging and it is expected that securing any tangible change in the short term will be similarly difficult to attain. Factors such as occupational segregation, which can be attributed, at least in part if not substantially, to societal issues and attitudes about male and female roles/occupations may take generations to effect substantial change. Nevertheless, there are factors which we strongly suspect contribute to sustaining pay differences are well within our scope to effect change, including access to flexible working which we believe will improve as a result of the work we are doing with Chwarae Teg.

Equality Information

Whilst we have made significant improvements to the information we hold on our staff, we still do not have the ability to capture information relating to staff who are transgender or those who have caring responsibilities. This is due to the limitations of the national (UK) electronic pay and personnel systems (ESR). We continue to make representations to incorporate the necessary changes.

Similar representations have been made to secure changes to the national recruitment advertising system which we use (NHS Jobs) as this does not distinguish between internal and external job applicants so we have been unable to report on staff applying for promotion.

There remain significant barriers to the gathering and analysing of equality information on service users. We believe that the logical place for this to take place is at the first point of contact which in many cases will be the patient's GP; however GP's are not funded to gather this information and changes would need to be made to the GMS contract to enable this work to be undertaken. Service users whose first contact is with one of the acute centres will often be through accident and emergency where gathering equality information will often not be a priority; even where this is possible, our systems are not built to gather and store the information in a way that facilitates easy analysis, and the legacy systems still used on the three acute sites are different from one another and not capable of being brought together.

Monitoring Progress

Whilst we are able to report on a number of initiatives and work in progress to tackle the barriers to reducing inequalities, the difference these are making to service users remains extremely difficult to measure. We are working with colleagues to strengthen the performance management of this work.

Tackling Poverty

We will be exploring how the equality objectives are linked to, and help support work around the Welsh Government Tackling Poverty Framework linking in to the Wellbeing of Future Generations Act.

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Appendix A

Progress towards Fulfilling Our Objectives

The Outcomes for People Living in North Wales

Following extensive research and consultation, the following outcomes were identified for joint adoption by Betsi Cadwaladr University Health Board, North Wales Police, Welsh Ambulance Services NHS Trust, the six Local Authorities in North Wales, the Office of the Police and Crime Commissioner and Snowdonia National Park Authority.

- Reduction in **Health** inequalities
- Reduction of inequalities in **Employment**
- Reduction of inequalities in personal **Safety**
- Reduction of inequalities in **Representation and Voice**
- Improve **Access** to information, services and the built environment

A number of objectives were then developed, again following engagement and consultation with a range of stakeholders. Progress made by Betsi Cadwaladr University Health Board is listed under each of the objectives.

1. Health Objectives

- Increase the number of people, in under-represented groups, choosing healthy lifestyles
- Increase the number of people, in under-represented groups, accessing health care services
- Improve the care of older people ensuring they are treated with dignity and respect
- Improve uptake of preventative health care services by Gypsy Travellers
- LGB and Transgender people receiving care will be treated with dignity and respect
- Improve healthcare and outcomes for people with Mental Health problems and Learning Disabilities

Key Achievements in 2014/15

We have developed an organisation-wide implementation plan in response to meeting the requirements of the All Wales Standards for Accessible Information and Communication for People with Sensory Loss.

We are working with Stonewall Cymru to take part in a pilot of their Health Champions programme designed to identify areas of improvement in the provision of health services for lesbian, gay, bisexual and trans patients.

During 2015 a robust needs assessment for homeless people, i.e. those at risk of homelessness and their families, has been undertaken and is currently the subject of consultation. Service users and service providers have been engaged in this assessment. Once the needs assessment is finalised there will be clearer understanding of where there are gaps in service provision and where changes need to be made.

During the year the Older People's Commissioner identified key quality recommendations for all Health Boards. There are also a number of work streams in place in response to recommendations from two national reports by the Older Peoples' Commissioner for Wales (Dignified Care: the experiences of older people in hospital in Wales 2011; "A Place to Call Home", Care home review report 2014).

Listening and acting upon the views of our patients, their families or carers is an essential part of a good care experience. It helps us to identify service improvements and acknowledge the professionalism and kindness that patients tell us that our staff demonstrate on a daily basis. We ask for feedback in a number of ways as laid out in the all-Wales [Framework for Assuring Service User Experience](#)

A new suite of screening information developed for transgender service users in Wales was launched earlier this year and was circulated widely throughout BCUHB. This information includes:

- Transgender specific web information including 'Frequently Asked Questions'
- A series of short films outlining the experiences of transgender people in relation to screening
- A new screening information leaflet for transgender people

This information can be found on the Screening for Life website www.screeningforlife.wales.uk.

This information was developed in partnership with Public Health Wales NHS Trust, Transgender Awareness Wales, FtM Wales, Unique Transgender Network and the NHS Centre for Equality and Human Rights.

2. Employment Objectives

- Increase the Employment rate for under-represented groups
- Reduce inequalities within the employment cycle
- Reduce Gender Pay differences
- Reduce the Gender Pay gap
- Improve staff awareness and understanding of equality and human rights issues

Key Achievements in 2014/15

Support for Celtic Pride LGBT Staff Network (see p14/15)

Improved position in the Stonewall Workplace Equality Index (WEI)



Publicity to promote, and demonstrate the Health Board's support for IDAHOT Day following flag-raising ceremonies conducted by senior staff across the Health Board, including the deployment of rainbow flags to Executive Director offices and rainbow stickers to external-facing doors at all BCUHB buildings.

Significant work undertaken in analysing data on gender pay differences and completion of staff questionnaire and pilot Flexible Working project (see p8/9).

Commitment to training staff using our bespoke, mandatory equality and human rights e-learning resource supported by face-to-face workshops for staff with no access to a computer. More than 7,000 staff have now successfully completed the training (see p12/13).

BCUHB received the Chwarae Teg "Exemplar Employer" award recognising our work to promote wider awareness of, and access to Flexible Working opportunities.



The Corporate Equalities Team supported the development of a new training package being delivered to all staff involved in Recruitment and Selection processes, and provided specific modules on equality and human rights.

3. Safety Objectives

- Increase the reporting of hate crime and harassment
- Increase the reporting of domestic abuse
- Reduce the incidence of hate crime, harassment and domestic abuse

Key Achievements in 2014/15

We held a workshop attended by North Wales Public Sector Equality Network members, BCUHB Safeguarding staff, Victim Support staff and a representative from NWREN to scope the work we can do jointly across North Wales to support Regional Community Cohesion Coordinators in implementing the Welsh Government Framework for Action on Tackling Hate Crimes and Incidents.(see p19)

Agreement was reached for Victim Support to provide awareness training for key front-line staff in Local Authorities and the Health Board and arrangements have been made for these to be held during Autumn 2015.

Following the implementation of a system to monitor equality information recorded in our electronic incident reporting systems, we identified a need to provide advice and guidance for staff who are subjected to racial abuse by patients and their relatives/carers. We have now developed draft guidelines in partnership with our Safeguarding Team and our Violence and Aggression Case Manager, and these have been widely consulted and are now issued.

Reducing Domestic Abuse, Violence against Women, Sexual Violence and Honour Based Violence are key strategic target areas for the Safeguarding agenda at BCU, the links with the Equality and Human Rights and the Safeguarding agenda has been further strengthened this year.

4. Representation and Voice Objectives

- Increase the numbers of people with different protected characteristics on decision making bodies
- Improve engagement with people from protected groups in the review and re-design of services.

Key Achievements in 2014/15



Good practice: BCUHB representatives meet four times each year with our Equality Stakeholder Group. This group was formed to provide scrutiny on progress towards the objectives in our Strategic Equality & Human Rights Plan and includes individuals and organisations who have expressed an interest in working with us to advance equality and tackle discrimination. This year, the group held key sessions to improve awareness of dignity issues for patients and staff, and held discussions on the development of the BCUHB Integrated Medium Term Plan (IMTP). Stakeholders now determine agenda items themselves and a session is arranged for September 2015 to discuss and consider issues related to end of life and the BCUHB care pathway. We have also developed a newsletter that we publish twice-yearly to help provide further information on the work of the Corporate Equalities Team in advancing the equality agenda across BCUHB.

The principles of equality impact assessment, including inclusive and representative engagement are embedded in planning guidance and processes in respect of service development activity across BCU HB.

To further reinforce and support the principles of inclusive engagement, the Corporate Equalities Team developed an intranet page specifically aimed at staff engaged in service change projects. This page pulls together resources and information including recently-updated guidance on the Engagement Duty published by the Equality and Human Rights Commission, and new guidance on engagement with Older People issued under statutory powers by the Older People's Commissioner for Wales.

More recently, Jenny-Anne Bishop from UNIQUE Transgender Network has been elected to act as a link between our Equality Stakeholder Network and the Equality and Human Rights Strategic Forum. The Forum has two further external representatives from NWREN (North Wales Regional Equality Network) and from the North Wales Community Health Council. The Chair of our Celtic Pride LGBT Staff Network was also co-opted as a new member during 2014/15.

5. Access Objectives

- Improve access to the built environment by adopting inclusive design principles
- Identify and remove barriers to accessing and using services, including those faced by homeless people.
- Ensure complaints systems are fully accessible



BCUHB is working with representatives of the deaf community to develop a card which deaf people can carry and use in the event of needing medical treatment. The card informs health workers of the person's hearing impairment and how to access communication support.

Key Achievements in 2014/15

The principles of inclusive design are built into the Terms of Reference for the design user groups promoting inclusive access for all aspects of the redevelopment of Ysbyty Glan Clwyd. Awareness has been raised with colleagues that the way buildings and spaces are designed should reflect the principles to ensure that the design of the physical environment creates a place that everyone can use.

An Estates Task and Finish Group has been established to bring together Hospital Management Teams, Communications, Estates, and Equality and Service User Experience perspectives to look at how to ensure a consistent approach to way finding and signage and make recommendations to embed this approach alongside the principles of inclusive design into relevant processes across the Health Board. A Way finding Guidance Document has been developed following engagement with stakeholders.

A Health Action Plan has been developed in partnership with local authority colleagues to meet the requirements of the Standards for Improving the Health and Well-being of Homeless People and Specific Vulnerable Groups.

During 2014/15 good progress has been made in developing the infrastructure to support implementation of the All Wales Standards for Accessible Information and Communication for People with Sensory Loss and the motivation for improving services in BCUHB for those with sensory loss is very high.

6. Organisational Objectives

- Improve joint working between public sector organisations in North Wales including the development of common processes to enable them to meet the requirements of the public sector duties under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Reduce costs and duplication through collaborative working by sharing information and best practice to advance equality in North Wales
- Ensure the development of equality actions is synchronised with normal business planning processes by embedding within planning guidance for Clinical Programme Groups and Corporate Support Functions



The North Wales Public Sector Equality Network continues to meet every month and it was pleasing to note the recognition of our joint work as an example of good practice in partnership working during the debate in the Senedd on the Welsh Minister's Equality Report.

Key Achievements in 2014/15

We have continued to meet with public sector colleagues during 2014/15 and welcomed a new member from the Community Rehabilitation Company. We have also built good relationships with the Equality and Human Rights Commission and a representative from the Commission now regularly attends our meetings.

We have developed a range of joint initiatives continue to improve joint working between public sector organisations in North Wales including the development of a common equality data gathering form for use by organisations across North Wales, taking into account good practice and the recommendations of the Welsh Government document "Collecting Equality Data: Harmonised Standards and Best Practice".

Work this year continues and will concentrate on supporting member organisations in developing revised Strategic Equality Plans, including a major engagement event being held in October 2015.

Appendix B

BCUHB - Information Relating To Our Workforce

We have used the updated information provided by our staff through a major data cleanse exercise not only to meet our reporting requirements, but also to inform work currently taking place to develop actions to address areas of inequality identified, and this work forms part of our commitment within our Strategic Equality and Human Rights Plan 2012/16 that is available on our website at: <http://www.wales.nhs.uk/sitesplus/861/page/47421> .

Employment and pay reports prepared to meet the requirements of the Specific Equality Duties for public sector organisations in Wales are available on our website at: <http://www.wales.nhs.uk/sitesplus/861/page/63948>

The report showing staff in post over the last three years is reproduced below.

The analysis by Age Band shows little movement overall, however there has been a year-on-year increase in the numbers of staff who are 50 and over. This reflects research that shows we have an ageing workforce, and further consideration is being given to the issues that may arise within a “Working Longer” working group that has just been formed and to which the Corporate Equalities Team will be contributing.

The proportion of under-25’s (3.6%) remains disproportionately low when compared to the 2011 Census (11.1%).

The proportion of staff who have declared a disability stands at 3.07% which we believe is significantly under-reported when the 2011 Census figure was 21.6%. However the Census statistics include people who report long term limiting illness or disability, and also stated that their day-to-day activities are limited a lot or a little. This is not a definition we have used in seeking staff declaration. Nevertheless, we believe 3.07% still represents a significant reluctance on behalf of staff to declare themselves disabled.

There has been negligible change in the 80/20 percentage proportions of women to men which is also reflected in (and therefore perpetuated by) the proportions of women and men applying to work for BCUHB.

As with disability, under-reporting remains a problem with sexual orientation despite the establishment of our LGBT Support Network. Only 1% of our staff have declared they are lesbian, gay or bisexual. Whilst we do not have census data on sexual orientation, organisations such as Stonewall estimate that approximately 6% of the population are lesbian, gay bisexual or trans.

BCUHB Employment Reports

Staff In Post (Headcount)

Age Band	Mar-13	Mar-14	Mar-15
Under 25	525	530	605
25 to 29	1,295	1,285	1,330
30 to 34	1,620	1,675	1,690
35 to 39	1,755	1,730	1,790
40 to 44	2,365	2,300	2,240
45 to 49	2,790	2,745	2,685
50 to 54	2,695	2,775	2,870
55 to 59	1,800	1,850	1,980
60 to 64	910	985	1,025
65 to 69	245	290	330
70 and over	30	40	55
Totals	16,020	16,205	16,595
Disability Status	Mar-13	Mar-14	Mar-15
Disabled	430	465	510
Not Disabled	8,900	10,055	10,845
Not Disclosed	380	400	5,245
Unknown	6,310	5,285	
Totals	16,020	16,205	16,595
Ethnicity	Mar-13	Mar-14	Mar-15
White	12,150	12,750	13,335
Black or Black British	55	75	65
Asian or Asian British	425	470	500
Mixed	75	85	95
Chinese	20	20	35
Any Other Ethnic Group	120	120	145
Unknown	3,180	2,680	2,430
Totals	16,020	16,205	16,595

Religion or Belief	Mar-13	Mar-14	Mar-15
Atheism	420	570	830
Buddhism	45	55	60
Christianity	7,180	7,950	8,365
Hinduism	140	155	160
Islam	95	120	145
Jainism	5		
Judaism	5	5	5
Sikhism	10	10	5
Other	2,070	2,270	2,220
Not Disclosed	1,155	1,200	4,810
Unknown	4,900	3,870	
Totals	16,020	16,205	16,595
Sexual Orientation	Mar-13	Mar-14	Mar-15
Heterosexual	9,975	11,220	11,945
Gay	60	65	75
Lesbian	30	40	40
Bisexual	40	50	50
Not Disclosed	915	895	4,490
Unknown	4,995	3,935	
Totals	16,020	16,205	16,595
Gender	Mar-13	Mar-14	Mar-15
Female	12,830	12,985	13,325
Male	3,190	3,220	3,270
Totals	16,020	16,205	16,595

- Note: All numbers rounded to nearest 5

Appendix C BCUHB Equality Objectives by Protected Characteristic

		Age	Disability	G/Re-ass't	Mar & CivP	Preg & Mat	Ethnicity	Relig & Bel	Sex	Sex. Orient
Health Objectives	• Increase the number of people, in under-represented groups, choosing healthy lifestyles	√	√	√	√	√	√	√	√	√
	• Increase the number of people, in under-represented groups, accessing health care services	√	√	√	√	√	√	√	√	√
	• Improve the care of older people ensuring they are treated with dignity and respect	√	√				√			
	• Improve uptake of preventative health care services by Gypsy Travellers	√					√		√	
	• LGB and Transgender people receiving care will be treated with dignity and respect	√		√						√
	• Improve healthcare and outcomes for people with Mental Health problems and Learning Disabilities		√							
Employment Objectives	• Increase the Employment rate for under-represented groups	√	√	√	√	√	√	√	√	√
	• Reduce inequalities within the employment cycle	√	√	√	√	√	√	√	√	√
	• Reduce Gender pay differences								√	
	• Reduce the gender pay gap								√	
	• Improve staff awareness and understanding of equality and human rights issues	√	√	√	√	√	√	√	√	√
Safety	• Increase the reporting of hate crime and harassment	√	√	√		√	√	√	√	√
	• Increase the reporting of domestic abuse								√	

		Age	Disability	G/Re-ass't	Mar & CivP	Preg & Mat	Ethnicity	Relig & Bel	Sex	Sex. Orient
Objectives	<ul style="list-style-type: none"> Reduce the incidence of hate crime, harassment and domestic abuse 	√	√	√		√	√	√	√	√
Representation and Voice Objectives	<ul style="list-style-type: none"> Increase the numbers of people with different protected characteristics on decision making bodies 	√	√	√	√	√	√	√	√	√
	<ul style="list-style-type: none"> Improve engagement with people from protected groups in the review and re-design of services 	√	√	√	√	√	√	√	√	√
Access Objectives	<ul style="list-style-type: none"> Improve access to the built environment by adopting inclusive design principles 	√	√			√				
	<ul style="list-style-type: none"> Identify and remove barriers to accessing and using services, including those faced by homeless people 	√	√	√	√	√	√	√	√	√
	<ul style="list-style-type: none"> Ensure complaints systems are fully accessible 	√	√	√	√	√	√	√	√	√
Organisational Objectives	<ul style="list-style-type: none"> Improve joint working between public sector organisations in North Wales including the development of common processes to enable them to meet the requirements of the public sector duties under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011. 	√	√	√	√	√	√	√	√	√
	<ul style="list-style-type: none"> Reduce costs and duplication through collaborative working by sharing information and best practice to advance equality in North Wales. 	√	√	√	√	√	√	√	√	√
	<ul style="list-style-type: none"> Ensure the development of equality actions is synchronised with normal business planning processes by embedding within planning guidance for Clinical Programme Groups and Corporate Support Functions 	√	√	√	√	√	√	√	√	√

Appendix D

Gender Pay/Flexible Working Action Plan v2 31 st March 2015							
Objective	Actions		By Who	By When	Progress reported to, and scrutinised by:	Status: Red, Amber, Green	Progress/ update
	Ref:						
Improve support for women		Run a series of focus groups across BCUHB to scope the feasibility of creating a mentoring programme for women and a Women's Staff Network	MT/CJ	31/12/15	Equality and Human Rights Strategic Forum		Invitation added to intranet
		Develop mentoring schemes for women working in IT and Public Life	Nia Thomas	31/3/16			
		Explore the support available for staff with caring responsibilities	MW	30/9/15			Link to Carers Group
Tackle gender stereotyping in schools curricula and careers advice		Work with Chwarae Teg to explore how we can start to tackle the gender stereotyping that their research demonstrates prevails within schools careers advice	NWPSEN	31/3/16			Checked with LA's – Chwarae Teg programme not used in North Wales
Improve awareness of, and access to, Flexible Working across BCUHB and monitor uptake		Develop a network of Flexible Working Champions	MW/MT	30/9/15			
		Support the champions to deliver awareness sessions for managers within their respective organisational areas	MW/MT	31/3/16			Develop materials & Powerpoint
		Supplement this with information that can be cascaded to all staff	MW/MT	31/3/16			Via intranet - Powerpoint

		via team meetings					- Briefing - Booklet
		Improve recording to ensure we capture all future FW applications	TM	30/6/15			
		Capture and publish examples of good practice (case studies)	MT/CJ	31/3/16			2 to date
		Continue to monitor recording of FW across BCUHB and report 6-monthly to Strategic E&HR Forum	TM	6-monthly			
		Develop on-line resources to provide information for: <ul style="list-style-type: none"> • Staff wishing to apply for FW • Managers to help them respond to and record the request 	MW/MT	30/6/15			Resources (Kit Bag): <ul style="list-style-type: none"> - Policy and Appl. Form - ACAS Guide - ESR screens
		Support teams to design, pilot and implement flexible working within their team.	MW/MT	31/3/16			Team based solutions case studies?
Improve understanding of the factors that give rise to, and sustain gender pay gaps		Implement WAVE model for analysing workforce and pay data	TM	30/9/15			
		Present findings and recommendations to Board	MT	31/12/15			
Monitor the impact of changes to Agenda for Change Terms and Conditions on Gender Pay Gaps		Develop a mechanism to monitor the impact of recent changes to Agenda for Change Terms and Conditions, including Pay Progression, on gender pay gaps	TM	31/12.15			Attended JEPS 6/5/15.