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Betsi Cadwaladr
University Health Board

Fairness, Rights and Responsibilities



“Show Racism the Red Card” Campaign, 2019

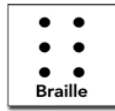
Annual Equality Report

2019 - 2020

‘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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Cover photograph:

The photograph on the front cover shows: “Show Racism the Red Card” Campaign, 2019 promoted by Board and Trade Union members during a Board development session facilitated by Ruth Coombs, Head of Equality and Human Rights Commission Wales.

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Foreword

Welcome to Betsi Cadwaladr University Health Board's (BCUHB) Annual Equality Report covering the period April 2019 to March 2020. This report provides an opportunity to highlight the Health Board's work that contributes to a more equal North Wales and summarises the action we have taken to advance equality. We are proud of our highly regarded Equality and Human Rights service, which has received further recognition this year. Following an external assessment, we have been awarded Disability Confident Leadership status under the Government's scheme to promote good practice in attracting, recruiting and retaining disabled people in the workplace. This recognised the work BCUHB is doing to ensure that disabled people are treated fairly when applying to work for us, and are supported throughout their employment at BCUHB. The Health Board has, for the second year, also been ranked the best Welsh health employer by the lesbian, gay, bi and trans equality charity Stonewall in its Top 100 Employers list for 2020.

We have undertaken a substantial review of our equality objectives and Strategic Equality Plan (SEP) this year, drawn on evidence from a range of sources including the Equality and Human Rights Commission research 'Is Wales Fairer?'. We have gathered and analysed relevant information and maintained engagement with communities, individuals and experts to inform our priorities and objective-setting. We understand that taking account of the protected characteristics found amongst us all, can have a profound impact on health and well-being outcomes for the people we serve.

There is a strong commitment to promoting equality and human rights published within our long-term strategy for health, Living Healthier, Staying Well (LHSW) and Operational Plan. We have worked to identify opportunities to build delivery of the SEP into our planning and service delivery mechanisms for 2020-21 and are supporting our health economies across North Wales in this regard. We will continue to drive forward the equality agenda with pace and recognise the Welsh Government's commitment to further strengthen equality and rights protections for the people of Wales.

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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Background and Context

The Equality Act 2010 protects people from discrimination because of their protected characteristics, which are: age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation. These categories are known in the Act as 'protected characteristics'. The Act places a duty on listed public sector organisations to have due regard to the need 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.

In order for public bodies to better perform and demonstrate their compliance with the public sector equality duty, the Welsh Government legislated to bring in specific equality duties as set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 (also referred to as the Welsh Specific Equality Duties). The regulations aim to ensure that the Health Board and others carrying out 'public functions' consider how we can positively contribute to a fairer society in our day-to-day activities. The Social Services and Well-being (Wales) Act 2014, and the Well-being of Future Generations (Wales) Act 2015 are changing the way we plan and deliver services. We continue to work to maximise the opportunities presented to align the equality duties within this framework.

There is a range of activity taking place across BCUHB, to advance equality of opportunity, eliminate unlawful discrimination and foster good relations. A number of achievements from the past year are outlined in this report.

Our Purpose, Vision and Values

At BCUHB our vision is to create a healthier North Wales, that maximises opportunities for everyone to realise their full potential, and helps towards reducing health inequalities. Our purpose is to improve the health of the population, which means that, over time, there will be a better quality and length of life across the whole population of North Wales.

We recognise and acknowledge the significance of the Welsh Government publication 'A Healthier Wales: Our Plan for Health and Social Care' which sets out a long-term future vision of a whole system approach to health and social care and we have developed our longer term 10 year strategy for the future: [Living Healthier, Staying Well \(LHSW\)](#). The Health Board's strategic priorities are further supported by our Workforce Strategy, which identifies what the workforce needs to look and feel like, and how it needs to operate as we strive to be a fair and inclusive employer, committed to tackling inequality.

One of our duties under the Well-being of Future Generations Act is to set well-being objectives for the Health Board. We believe that aiming towards these objectives will help us define and maximise our contribution to the seven national well-being goals including the More Equal Wales goals. More detail on how this will work is described on our website: <https://www.bcugetinvolved.wales/lhsw>

Our Principles

In developing our LHSW strategy, we followed a number of key principles. These are set out below. We will continue to work with these principles as we implement the strategy.

In everything we do, we will:

- promote equality and human rights
- actively provide Welsh language services to address the needs of our Welsh speaking population, in line with the Welsh Language (Wales) Measure 2011
- work together with local authorities, other services and organisations, including the third sector
- listen to what matters to people and involve them in decisions
- address the needs of individuals and their carers
- use evidence of what works so we can improve health and learn
- work to improve services
- use our resources wisely (finances, buildings and staff)
- work with the principles of prudent healthcare.

Equality Key Achievements in 2019-20

- ✓ We have undertaken a 4 yearly review of our Strategic Equality Plan (SEP), reviewed national and local evidence and worked with stakeholders to identify and agree revised Strategic Equality Objectives to guide our future work.
- ✓ We have supported the implementation of the Health Board's longer term 10 year strategy 'Living Healthier, Staying Well' (LHSW) and its underpinning principle to promote equality and rights in everything we do.
- ✓ We have driven forward this message and strengthened the accountability, governance and performance management of our equality work.
- ✓ We have worked to reflect equality and rights considerations within the Health Board's Annual Plan and Health Economy Work Programmes and are working to align the revised SEP going forward.
- ✓ Equality considerations have been explicitly built into the terms of reference for all Improvement Groups.
- ✓ We have continued to build organisational understanding and capacity in advancing equality and human rights through our training programmes.
- ✓ We have delivered mandatory equality & human rights training and have compliance in the last 12 months of 83% across BCUHB, and training has also been delivered to 20 GP and dentist practices.
- ✓ We have worked to increase employment opportunities for people from protected characteristic groups; and driven forward initiatives supporting people from protected characteristic groups in work.
- ✓ We have been awarded Disability Confident Leader status
- ✓ We have raised awareness of the Social Model of Disability.
- ✓ Joined forces with the Department for Work and Pensions at their LGBTQ+ Event: 'Friday is Pride Day'.
- ✓ We have promoted inclusion at our mental wellbeing conference
- ✓ We have retained our status as a 'Top 100 Employer' in the Stonewall Workplace Equality Index 2020.
- ✓ We have promoted our film developed with stakeholders designed to improve awareness amongst front-line staff of the issues faced by LGBTQ+ service users.
- ✓ We have published our Gender Pay Gap Report
- ✓ We have worked with third sector organisations providing advice and support to our staff who are EU Citizens.
- ✓ We have maintained ongoing public engagement through our Equality Stakeholder Group (ESG) and expanded our membership.

Meeting Our Equality Duties

Engagement

The engagement team has been working closely with staff, stakeholders and the public to ensure that everyone has opportunities to engage and get involved in shaping health services in North Wales. Over the last year, a range of public and stakeholder engagement activity has taken place.

We have continued to build on existing relationships and established new ones with groups and partners in our localities. In particular, we routinely support third sector networks and forums and collaborate on work spanning a number of issues. These include engagement with Syrian refugee groups, membership of the North Wales Police Race Group, Veterans and Armed Forces liaison and linking in with older people's networks and disabled people's groups.

The Engagement Team has established three engagement practitioners' forums, which have flourished. The forums have provided an opportunity for stakeholders who represent the interests of seldom-heard and protected characteristic groups with a voice, to share information, good practice and identify opportunities for collaboration.

This has included projects to reduce isolation, support older people, mental health and wellbeing, learning difficulties, BAME skills project and LGBT+ awareness training. Many organisations and services have presented including, the Amputation Foundation, Stroke Association, NEWCIS, Salvation Army, VIVA, Digital Communities, Macmillan, and a BAME Health and Wellbeing information-sharing event.

Over the next year, we will continue to identify opportunities for the Health Board to maintain engagement with the public and stakeholders in order to understand the health priorities of seldom-heard groups and those with protected characteristics.

Equality Impact Assessment

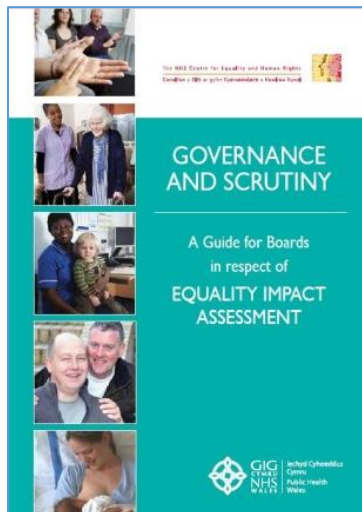
Our aim in meeting the statutory duty on Equality Impact Assessment (EqIA), is to ensure that when we make a decision, develop a strategy or policy, or do anything else that affects our service users or staff, then we do so in a fair, accountable and transparent way, taking into account the needs and rights of those who might be affected.

We work to:-

- ensure that our staff are trained to understand the principles of Equality Impact Assessment (EqIA). Work this year has focused on training key staff from service areas and programme leads responsible for improvement activities;

- ensure those who make decisions and, or approve policies are aware of the duty and are able to exercise appropriate and informed scrutiny;
- meet regularly with our EqlA Scrutiny Group to review and advise on Impact Assessments for emerging key strategies and policies.
- facilitate skills workshops for staff on carrying out EqlAs throughout the year.

General awareness of the principles of EqlA has been included in the newly revised face-to-face Equality and Human Rights training package, aimed at all staff.



We have promoted the guide for Board members developed in partnership with the NHS Centre for Equality and Human Rights, not just to Board members, but also other senior staff who are involved in our key decision-making processes.

EqlA is built into our training programme for new and aspiring managers called “A Step Into Management” (ASIM), ensuring that those who are or aspire to be managers are equipped to understand the importance of applying the underpinning principles to decision-making, and policy and service development.

Procurement

Building upon changes that were implemented with BCUHB’s Standing Financial Instructions, there are a number of ways in which equality considerations are embedded within procurement processes, which are managed on our behalf by NHS Wales Shared Services Partnership (NWSSP).

Gathering Information Relating to Our Service Users

Carers’ Rights and Support

The voice of carers and those with caring responsibilities is an important source of feedback. Over the last 12 months, BCUHB has worked in partnership with stakeholders to ensure this information informs our work. Our real time reporting of service user experience has been further developed to enable us to segment the views of carers from those of the cared for and to ensure that this information is fed back to managers and staff. The development of the Patient Advice and Liaison Service (PALS) throughout BCUHB, has strengthened our ability to respond to inquiries and concerns from carers as these occur and to provide an early resolution. Such partnership working is an underlying principle of the new Patient Experience Strategy (BCUHB, 2019) which recognises the importance of responding to the needs of carers as well as the cared for.

Gathering Equality Information from Patient Experience Feedback

Throughout 2019-2020 the Patient & Service User Experience Team has continued to develop the frameworks necessary to ensure that we reflect the voice of patients and service users that access BCUHB services.

We are committed to engaging with our patients and service users to 'listen and learn' from their experience and to ensure that such feedback is inclusive. We collect feedback through a wide variety of different frameworks including; patient stories, compliments, complaints, letters, 'Care to Share' via the Patient Advice Liaison & Support Service (PALS); and 'Have Your Say' engagement events. Our processes and operational models have undergone rigorous equality impact assessment to ensure that we are able to proactively respond to the access needs of our patients and service users to capture the diversity of views necessary to demonstrate 'what we do well' and provide an insight into 'areas to improve'.

The Patient Advice Liaison & Support (PALS) Service

Patient Advice Liaison and Support (PALS) service was piloted in the Central region in July 2017. Following its success the service was introduced across BCUHB in July 2019. The PALS service enhances our ability to engage with service users, to respond to inquiries from patients, carers and relatives, and to seek a timely resolution without the need to resort to the formal complaints procedure. The proactive, face-to-face approach, adopted by PALS officers enables BCUHB to respond quickly to the individual needs of service users with regard for their protected characteristics.

Gathering Information Relating to Our Workforce

Information relating to the protected characteristics of our workforce is held in our electronic payroll system, 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, whether or not they are shortlisted for interview, and whether or not they are successful. Information relating to people appointed becomes part of their ESR record.

Each year we publish a range of 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/63948>.

We continue to work to improve the rates of protected characteristic information shared by our staff. We have promoted a leaflet to encourage staff to provide this information by demonstrating some of the improvements that we have made. We will continue to monitor our rates, which are already amongst the best in NHS Wales.

Our Strategic Equality & Human Rights Objectives

Our Strategic Equality and Human Rights Plan (SEP) 2016-20 seeks to ensure that equality and human rights are properly considered within the organisation and influences decision-making at all levels. The objectives are as follows:

- **1: Better health outcomes for all: to achieve better health outcomes for everyone, having regard for a person's protected characteristics.**
- **2: Improved patient access and experience: to improve access and experience for everyone, having regard for a person's protected characteristics, with a focus on dignity and respect.**
- **3: Becoming an employer of choice: to be a fair and inclusive employer and build a workforce that is equipped to meet the diverse needs of our service users and colleagues, having regard for a person's protected characteristics.**
- **4: Inclusive leadership at all levels: to provide the vision and motivation to advance equality at BCUHB and harness the energy and efforts of others to make improvements.**

Strategic Equality Objective 1

Better health outcomes for all: to achieve better health outcomes for everyone, having regard for a person's protected characteristics.

Overview of Progress

Living Healthier, Staying Well (LHSW)

The LHSW strategy identified a number of key principles including the promotion of equality and human rights in everything we do. During 2019, we have continued to work to strengthen how this commitment is implemented in practice and a number of significant achievements have been made during the year. The Three Year Outlook clarifies the Health Board's responsibility to ensure that equality is properly considered and influences decision-making at all levels. It sets out the requirements for equality impact assessment as a process to help identify and address potential inequality leading to both improved inclusive decision-making and better outcomes and experiences for patients and staff.

We have worked with our Health Economies, Area and Hospital Management Teams to build knowledge and understanding about Equality Impact Assessment (EqIA) and provided training and coaching to key teams and strengthened the governance of this work. We have identified opportunities to work together with other public sector partners to strengthen the approach to advancing equality through partnership working.

As part of the organisation and governance structure for improvement, the Health Board has established a series of Improvement Groups. Equality considerations have been explicitly built into the terms of reference for all Improvement Groups, which include improving health and reducing health inequalities, care closer to home, excellent hospital care and workforce. As work is taken forward to strengthen the improvement system, programmes and projects must evidence due regard to the equality duty. The principal duties and remit for all Improvement Groups have included responsibilities to:

- Ensure that the programme considers the needs and rights of people who share protected characteristics.
- Ensure that the equality impact assessment process is applied as a framework to help to ensure that any potential for disadvantage or discrimination is identified and addressed, and importantly that opportunities to improve or advance equality are optimised.

Well North Wales Programme

The concept of Well North Wales was initiated by the Health Board in 2016 to develop its role in supporting the health inequalities agenda in North Wales.

Since its inception, the programme has focused on developing a number of successful partnerships with organisations drawn from the public sector, third sector and housing providers. It aims to provide a concerted approach to tackling health inequalities across the region. This complex web of inter-agency working has brought together a number of fruitful partnership arrangements, demonstrating the power of collaboration, shared agendas, and putting into practice local strategic aims.

As health inequalities arise from a web of interrelated factors which largely fall outside the primary scope of the NHS, the Well North Wales programme is the bridge between the NHS and the actions that address the wider social determinants of health.

There are significant pockets of deprivation in North Wales; with the 2019 Welsh Index of Multiple Deprivation identifying 3 out of the top 10 most deprived electoral wards in Wales within the region. On average, people living in our most deprived communities experience a 25% higher rate of emergency hospital admissions; there is a life expectancy differential of 7 years; and a poor health and disability differential of 14 years.

Well North Wales has evolved to support a number of inter-related initiatives, supporting the wider public health agenda around health inequalities. In particular, the programme has made a demonstrable difference in progressing the following themes:

- Developing health and wellbeing centres in our most disadvantaged areas. Good progress has been made with partner organisations in Penygroes and Bangor in Gwynedd. Further projects are at different stages of development in Denbigh and Shotton.
- Housing and homelessness: Well North Wales has been actively supporting the homeless agenda. The programme has been supporting two specific homelessness projects: the work of the Community Care Collaborative in Wrexham, and the multi-agency project in Bangor.
- Social prescribing: The Well North Wales programme supports social prescribing in a number of ways.
- Food poverty: Working to develop bespoke programmes in different areas of North Wales to provide access to affordable fresh produce. Programme structures have been developed in Anglesey and Wrexham, with on-going support to the well-established programme in Flintshire. Due to the success of the pilot, this programme will be rolled out across the Health Board early in 2020.

Examples of Good Practice

New Health Visitor to help families in Flintshire



A new Health Visitor funded by the North Wales NHS charity Awyr Las Blue Sky is now providing support to homeless families in Flintshire. Health visitor, Katie Moore is working with families who live in the Erw Groes Supported Living Scheme managed by Clwyd Alyn in Holywell. She helps service users build confidence and also helps families engage with other health services in the locality.

Erw Groes is a family centre that provides self-contained accommodation for Flintshire homeless families. Families can stay at Erw Groes for up to two years which gives them stability and time to develop independence that will help them move on to a more permanent home.

Betsi Cadwaladr University Health Board, Health Visitor Katie Moore said, "I'm excited to start engaging with the families at Erw Groes and to look at opportunities to help them access other local health services within the local community that can help them to develop independence and autonomy and promote their self-esteem and self-confidence.

"It's great that we'll be able to build two-way relationships with families that will improve people's health and wellbeing."

Examples of Good Practice

Health Board invites North Wales residents to take part in free Mental Health Awareness Training



Free training is being offered to people across North Wales to help them better support those struggling with mental health difficulties. To mark World Suicide Prevention Day (Tuesday 10th September) Betsi Cadwaladr Health Board called on people across the region to sign up for its I CAN Mental Health Awareness Training. The health board is the first in Wales to make such training widely available, free of charge.

It is part of the Health Board's I CAN campaign, which aims to provide earlier support for people experiencing mental health difficulties, empower people to take control of managing their mental health, and encourage open conversations about the topic.

Wrexham health visitor recognised for 'inspirational' support of Syrian refugees



A Wrexham based health visitor who goes above and beyond the call of duty to support asylum seekers and Syrian refugees has won a top award. Jackie Williams was named the winner of the Advancing Equality Award at a glittering gala evening at Venue Cymru to mark the Betsi Cadwaladr University Health Board Achievement Award 2019.

Since 2001 Jackie has supported the resettlement of hundreds of asylum seekers, trafficked women and refugees in the Wrexham area. Wrexham is one of four dispersal areas in Wales and the only area in North Wales which receives asylum seekers from the Initial Assessment Unit based in Cardiff. On arrival in Wrexham, Jackie coordinates their health and wellbeing assessments and provides ongoing support to ensure that asylum seekers can access a range of health services. She also runs drop in sessions which bring a range of support services together under one roof.

Strategic Equality Objective 2

Improved patient access and experience: to improve access and experience for everyone, having regard for a person’s protected characteristics with a focus on dignity and respect.

Patient Stories and Experience

Patient Experience ‘Friday ‘feel-good’ comments

The Patient Experience ‘Friday ‘feel-good’ comment of the week’ was introduced to celebrate positive feedback from patients, carers, relatives and service users and is widely circulated around the Health Board. Each week, our patient experience team publish their “Friday ‘feel-good’ comment of the week: in May, this was the comment published:

“I felt Lisa understood the difficulties experienced by my son who is a) teenager, b) anxious, c) autistic. And she planned his care with this in mind. Glad we came today.”

Partnership Working – Improving Compliance with Accessible Communication & Information Standards for People with Sensory Loss

BCUHB has continued to promote access to, and participation in, health services for people with sensory loss. We work in partnership with the Centre for Sign Sight and Sound (COSS) and the Accessible Health Care Scheme. These organisations provide support for patients, carers and relatives in accessing services, making and amending appointments and supporting BSL interpretation arrangements locally.

Activity	No of Contacts
Make or Cancel Appointments	529
Book Hospital Transport	9
Communication Support	78
Access Health Service	83
Emergency Dental X-Ray & Results	21
Pharmacy Queries	9
Support to professionals	48
Raise Concerns	18
Total	795

BCUHB has reviewed arrangements for the provision of interpretation services including BSL and in Q1-2020-2021 will begin a pilot project to promote digital access to translation services. A key aim of the pilot will be to provide increased access to BSL interpretation so that it is easier for BSL service users to access interpretation.

BCUHB has continued to increase awareness within the organisation in relation to understanding and meeting the needs of service users with sensory loss. Notable achievements include; the continued development of the Sensory Loss Toolkit to include updated versions for Community and Primary Care; the continued development of web based learning and other associated materials, and a root and branch review of the of our in-house 'Customer Care' and 'Treat Me Fairly' training modules to include a stronger and explicit focus on sensory loss. Additionally, BCUHB has continued to provide strong leadership nationally through proactive participation within the All Wales Senior Officers Group for Sensory Loss. In November 2019 BCUHB was chosen to host the 'It Makes Sense' Conference, which marked the beginning of sensory loss awareness week in Wales. The conference provided an exciting and prestigious opportunity to celebrate the achievements of people with sensory loss. It provided insight into the challenges that they experience in accessing health care services, and to showcased the latest research. The theme of the conference was mental health and sensory loss and provided an opportunity for all participants to better understand the needs of service users with sensory loss and the evidence base, which underpins effective service delivery. The event was very positively evaluated and provided a strong impetus for future partnership working.



Audiology Hearing Aid Support Volunteers recognised for putting patients first



A team of Audiology Hearing Aid Support Volunteers have received an award for giving their time to help patients across North Wales.

The team received the 'Outstanding Voluntary Contribution' Award, sponsored by Castell Howell Foods, at this year's Betsi Cadwaladr University Health Board's

Achievement Awards. The volunteer service is available to all adults with NHS hearing aids in North Wales, and is supported by the Audiology Department, but run by volunteers. This service adds value to the Audiology Service by providing peer support and practical support.

The volunteers have set up regular drop in clinics for patients in their local communities. These clinics are now available in over 30 locations across North Wales.

Patient & Service User Satisfaction by Protected Characteristics

BCUHB has continued to develop the infrastructure necessary to report on service user feedback by protected characteristic, the prime mechanism being the real time patient feedback system. As in previous reporting periods, Fig 1 clearly indicates that service users who report a sensory loss either (Deaf or Hearing Impaired, or Blind or Sight Impaired), report a higher or equitable level of overall patient satisfaction compared with other service users and those who report that they have a mental health condition. Service users who report that they have a mental health condition report the lowest level of satisfaction with the exception of *'Did staff take time to find out what matters to me'* and *'Were you involved as much as you wanted to be?'* where service users who are blind or have a sight impairment scores lower.

Fig 1

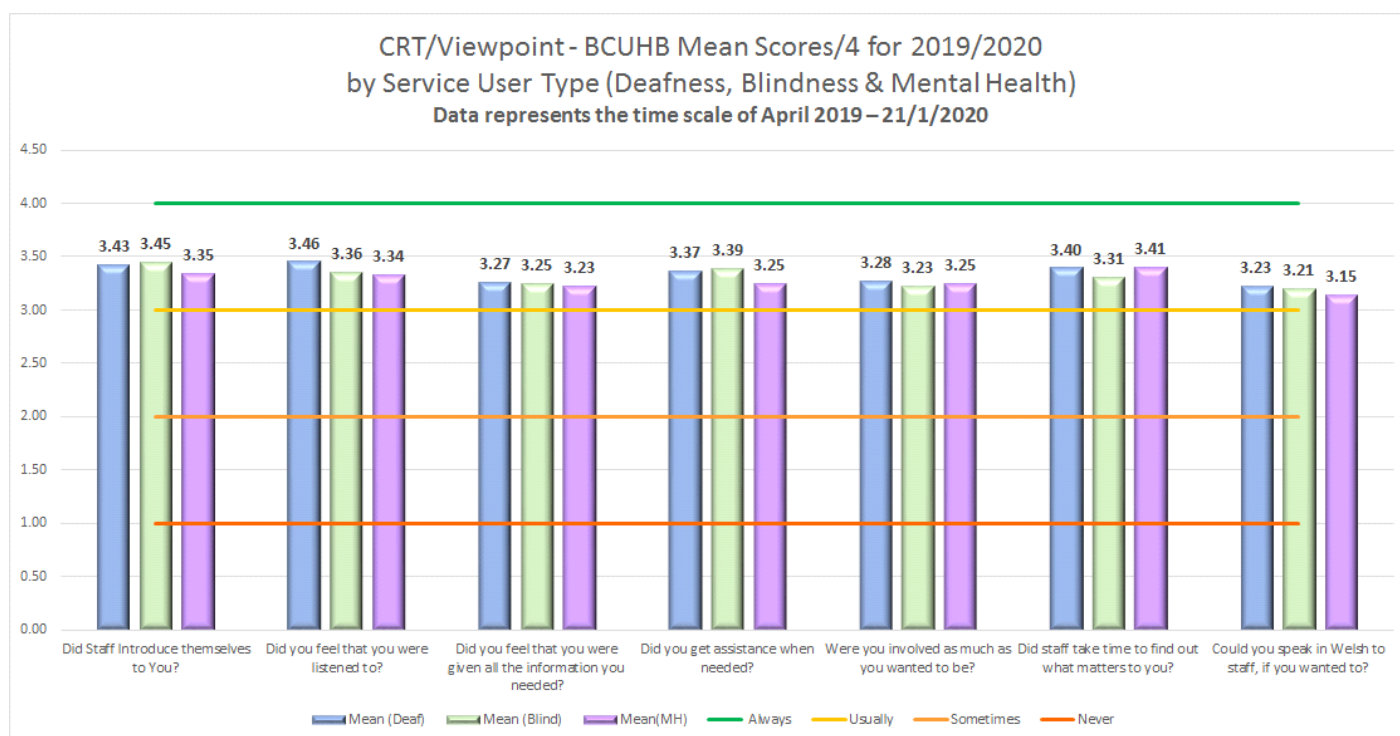
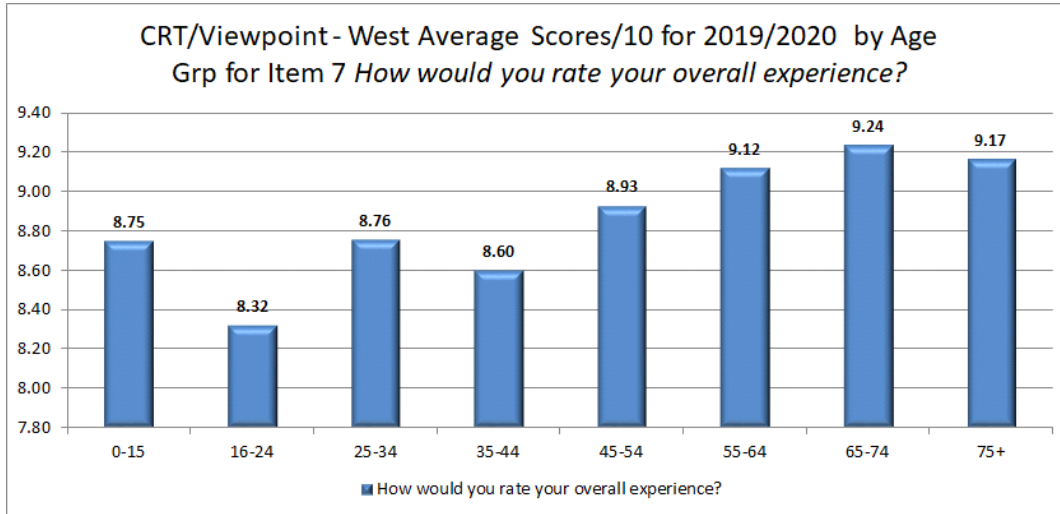


Fig 2

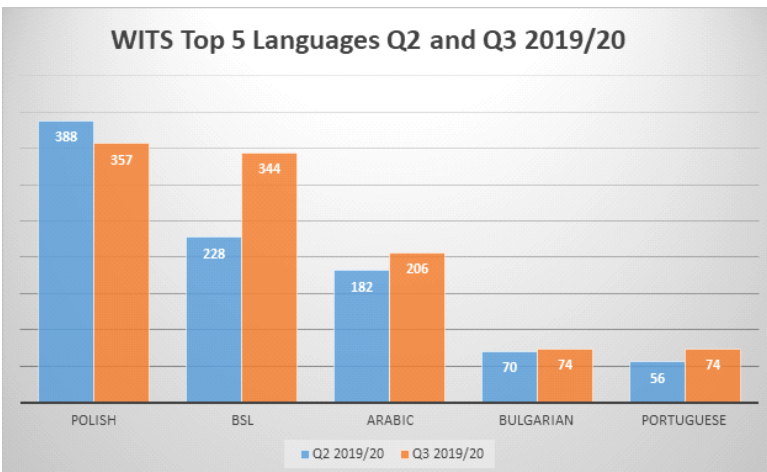


Excluding the 0-15 year old age group, which represents a smaller segmentation than other age groups. Feedback from service users over the age of 45 years suggestions that overall they are more satisfied with their experience than those in age groups 16-44 years. The latter may represent a group of service users, which are time poor as opposed to any substantive difference in the quality of service received.

Wales Interpretation and Translation Service

The Wales Interpretation and Translation Service provides 24-hour interpretation and translation services to public authorities in Wales, including county councils, police forces, health and social services. They provide face-to-face interpretation and a telephone service through Language Line.

Provided below is an analysis of the interpretation services provided by WITS to the Health Board during Quarters 2 & 3 2019 and 2020, highlighting the top five languages booked.



Top 5 Languages	Q2 2019-20	Q3 2019-20
Polish	388	357
BSL	228	344
Arabic	182	206
Bulgarian	70	74
Portuguese	56	74
Total Bookings	1287	1422

The Social Model of Disability



Ten Top Tips – Promoting The Social Model of Disability

The Equality Team have been working with the North Wales Public Sector Equality Network (NWPSSEN) and disabled people and their representatives to develop guidance to raise awareness of the principles of the Social Model of Disability. The Social Model shifts the focus away from individuals' impairments or conditions and instead looks at discriminatory barriers, whether physical, organisational or attitudinal that are created and maintained by society. A Ten Top Tips guide has been developed to provide first steps and a practical tool for improvement, the guide also importantly sets out best practice in the use of language and terminology. This was promoted widely across the Health Board in December to mark the International Day of Disabled People.

Children's Rights Based Approach – Developing a Charter for North Wales

The Health Board is working towards developing a Children's Rights-based Charter, which aims to:

1. Raise awareness at Board Level of the Children's Rights Based Approach.
2. Commence development of a Children & Young Person's Charter in partnership. This will help children and young people to understand and access their rights in any part of the health care service or setting across North Wales.
3. Engage children and young people in the planning and the delivery of health services.
4. Integrate Children's rights into decision-making, policy and practice.

Welsh Gender Service

The All Wales Gender Identity Service is now established and taking referrals from GPs. Once patients are assessed and treatment plans agreed they are transferred to the Local Gender services for ongoing care.

BCUHB is pleased to have established the North Wales service, with the support of stakeholders, based in Panton Surgery, Holywell, and two GPs have been appointed to provide the service for 2.5 days per week. The first patients were seen in January 2020. Equality training and human rights has been provided for front-line staff.

Examples of Good Practice

Health Board launches new awareness drive to support patients with Autism Spectrum Disorder



April 2019, a new awareness drive was launched at Wrexham Maelor Hospital to improve understanding and awareness of Autism Spectrum Disorder (ASD). The training programme, which is provided by the north Wales Integrated Autism Service, raises awareness of autism helping staff to improve the experience of patients coming to our hospitals who have ASD and may struggle with the environment. The Health Board are also in the process of establishing a support group for staff who want to further their knowledge of ASD and how it can affect individuals.

Prison Health and Wellbeing Service up for national award

A health and wellbeing service improving the lives of the residents at Her Majesty's Prison Berwyn is in the running for a prestigious award. The service has been operational for over two years



and has received positive reviews following a Her Majesty's Inspectorate of Prisons inspection. Simon Newman, Head of Healthcare for BCUHB at HMP Berwyn in Wrexham, said: "Prisoners are a socially excluded group, with high rates of complex physical, mental health, self-harm and self-inflicted deaths. Our ambition was to provide a fully integrated and managed multi-professional health and wellbeing service for HMP Berwyn, focused upon maximising the physical and mental wellbeing of men, and to do this safely, effectively and efficiently."

Strategic Equality Objective 3

Becoming an employer of choice: to be a fair and inclusive employer and build a workforce that is equipped to meet the diverse needs of our service users and colleagues, having regard for a person's protected characteristics.

We strive to be a fair and inclusive employer and are committed to tackling inequality; a number of initiatives have been progressed this year to increase employment opportunities for people from protected characteristic groups, and to better support people during their employment.

Betsi Cadwaladr University Health Board (BCUHB) Step into Work

BCHUB is proactively developing new ways of attracting local staff to the organisation. The Step into Work programme is one such approach, and provides a systematic programme of careers support, work on increasing apprentice provision and volunteer work placements. Step into Work supports a range of people, for example, students, those who are furthest from the job market, those who are in households where no one is in employment, young people who are not in employment or training (NEETS), and other seldom-heard groups. Step into Work supports the Welsh Governments tackling poverty agenda which has the objective of creating prosperous communities, learning communities and healthier communities.



“A Prestatyn man has become an invaluable part of Glan Clwyd Hospital's services team after accessing support through a return to work programme.

Nick Selway, who lost his right arm in a workplace accident 16-years-ago, is back in work after going through Betsi Cadwaladr University Health Board's

Step Into Work programme. The Step Into Work programme provides opportunities for people who face challenges accessing the job market. The programme provides short-term work placements within the NHS in North Wales, while also supporting careers development and training opportunities.”

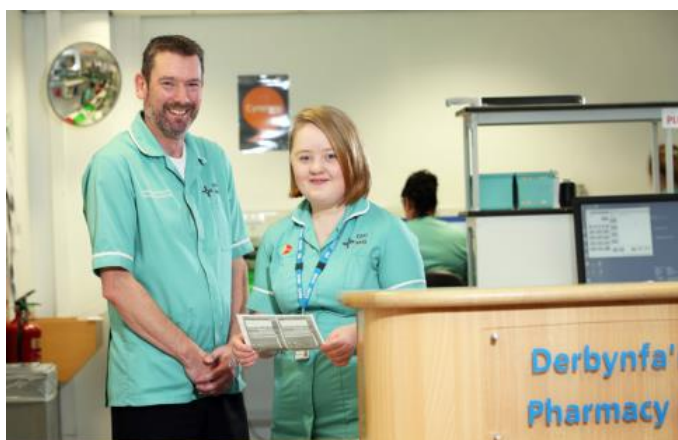
Project SEARCH



The Project SEARCH programme is a school-to-work internship for disabled students fully funded by the Welsh Government National Lottery Fund and in partnership with BCUHB, Coleg Llandrillo Menai, Agoriad Cyf, Engage to Change and Learning Disabilities Wales. The interns spend an academic year in the hospital. The interns are supported by a full time teacher and job coach. During the year they undertake classroom instruction,

career exploration, and on-the-job training and support. The goal for each student is competitive employment in the community using the skills they have acquired at BCUHB. To date 8 interns have secured employment within BCUHB or external organisations. <https://www.youtube.com/watch?v=lwGdTJn0Fsg>

Apprenticeships



Work is ongoing to increase apprenticeship uptake in BCUHB. Two apprentices in BCUHB progressed through the Project SEARCH programme. BCUHB along with other organisations in Wales were part of the work to produce the new 'Apprentice Disability Action Plan' which will assist in removing the barriers for disabled people to complete apprenticeships. Link

<https://gov.wales/disability-action-plan-apprenticeships>. We are working in partnership with Coleg Cambria and Coleg Llandrillo Menai to support existing substantive to undertake apprenticeship frameworks as part of their development in work.

Adult Volunteer Programme

The adult volunteer work placement programme in BCUHB incorporates initiatives from groups who are furthest away from the job market or in work poverty. Before the volunteers are supported in to the work place they are all required to be all 100% compliant with statutory & mandatory training, this includes Equality and Human



Rights, to attend BCUHB orientation, and be DBS and Occupational Health cleared. They then complete a 6 week volunteer placement at a minimum of 16 hours per week. If posts become available in the organisation, the volunteers are guaranteed interviews if they meet the essential requirement of the role. For those who complete the programme and are competency approved are recruited to bank roles as Health Care Assistant or administration. Many would ordinarily not be able to apply for posts through traditional methods, as they have large employment gaps and no work references; the programme has facilitated a process that eases these difficulties so that they can be supported in to work.

Figs 2019-2020 to date

- 82 people have attended a work placement
- 58 people have undertaken the Health Care Assistant clinical induction
- 42 posts have been secured within the organisation
- 57 people are currently in the clearance process for placement

Disability Confident Employer



In October, the Health Board was assessed against the Disability Confident Employer award and secured an increase to Disability Confident Leader status. The assessor formally congratulated the Health Board and presented the certificate to the Executive Director of Workforce and Organisational Development.

The award assesses against:

- Looking at attracting and recruiting disabled people through a fully inclusive recruitment process.
- Offering an interview to disabled people, adopting a flexible approach to ensure disabled job applicants have best opportunity to demonstrate they can do the job
- Proactively offering and making reasonable adjustments to a job.
- Employees receive sufficient disability equality training
- Providing mentoring, coaching, buddying and or other support networks for staff
- Guiding staff to information and advice on mental health conditions
- Providing Occupational Health services
- Providing human resources managers with specific disability confident training
- Identifying and sharing good practice.

Stonewall Workplace Equality Index 2020

BCUHB once again took part in the annual Stonewall Workplace Equality Index (WEI) which is a benchmarking survey for employers around LGBT+ equality.

We were delighted to have reached 39th place in the index out of a total of over 500 organisations taking part throughout the UK – making us the highest-ranked health organisation in Wales for the second year running and second in the UK. This reflects how we have used the Workplace Equality Index as a tool to improve the experiences of both staff and service users who are lesbian, gay, bisexual or transgender.

Betsi Health Board LGBT+ champion shortlisted for top national award

Jack Jackson, a Team Leader for Mental Wellbeing and Counselling at Betsi Cadwaladr University Health Board, has been shortlisted for LGBT+ website PinkNews' Role Model Award 2019. He attended a glittering PinkNews awards ceremony in October in London, which celebrated the best and brightest in LGBT+ equality. The Role Model Award is a new award that seeks to celebrate an individual who has led by example to empower the LGBT+ community.



It is not the first time that Jack's efforts have been recognised. In 2018 he was named Stonewall UK's Trans Role Model of the year in recognition of his voluntary work on LGBT+ causes and efforts to broaden understanding of trans issues across Betsi Cadwaladr University Health Board.

Trans Flag Raising – 20th November, Transgender Day of Remembrance



On Transgender Day of Remembrance (20th November), we raised the Trans flag outside Ysbyty Glan Clwyd. We wanted to celebrate the Health Board's commitment to challenging stigma and prejudice and stand as allies with our Trans colleagues and patients, to demonstrate that we are an inclusive workplace and provide an inclusive service to all.

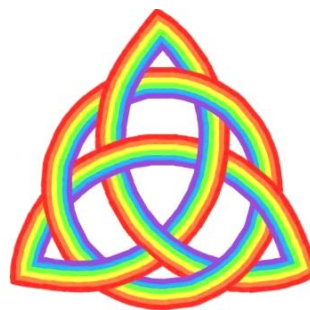
Staff Training Resource – IRIS Prize Film

We have promoted our IRIS Prize film which highlights the healthcare experience of LGBT+ service users at BCUHB. This is shown at each Equality and Human Rights face-to-face mandatory training session for staff.



Celtic Pride LGBT+ Staff Network

It has been another exciting year for Celtic Pride culminating in the announcement that we have maintained our Top 40 position in the Stonewall Workplace Equality Index. This is a fantastic achievement in the heat of competition from over 530 public and private sector organisations. This has reflected the hard work that the network has undertaken to improvement to the working lives of LGBT+ employees.



Members have participated in a Department of Work and Pensions Pride Month event in Llandudno; and a Student Nurse “It Starts with Us” conference at Bangor University, raising the profile of the organisation as a safe place for LGBT+ people to work. Members have also lobbied the Welsh Health Minister to develop a Welsh NHS Rainbow badge.

Celtic Pride has forged links with various LGBT+ network groups in the public and private sector across North Wales including Airbus, the Ministry of Justice, North Wales Police, and ABMU Health Board.

The Chair of Celtic Pride, BCUHB's Equality Officer, and Stonewall Cymru's Director are pictured below, at the Stonewall Diversity Champions event in London.



BCUHB Celebrates International Day Against Homophobia, Transphobia and Biphobia on Friday 17th May 2019



Our annual flag-raising celebrations took place on the 17th May (International Day Against Homophobia, Biphobia and Transphobia). These informal ceremonies are designed to demonstrate the Health Board's commitment to equality of opportunity for the LGBT+ community – both service users and staff. This year, we were delighted that again representatives of both groups joined us at

each of the main District General Hospital sites across North Wales as we raised the rainbow flag. We were also delighted to be joined at Wrexham Maelor by Hannah Blythyn AM.

Department for Work and Pensions – LGBTQ+ Event: Friday is Pride Day

In June, the DWP hosted and LGBTQ+ Awareness Event: Friday is Pride Day at Llandudno Jobcentre. Billy Nichols, Chair of Celtic Pride and Jack Jackson, BCUHB's Team Lead, Mental Wellbeing & Counselling (Stonewall's Trans Role Model of the Year 2018) gave presentations at the event. Members of the Health Board's recruitment team also hosted a stall to promote 'Train Work Live' and chatted with members of the public interested in joining the organisation about BCUHB's commitment to Equality.



Other Staff Networks

We continue to facilitate existing and emerging networks across BCUHB as we believe they play a valuable role in providing both peer support and an engagement opportunity to escalate the voices of our staff.



BCUHB's Dyslexia Support and Interest group continues to meet and the membership has grown. The group includes not just members of staff who are dyslexic themselves, but also staff with an interest due to relatives and or children who are dyslexic. We also have representatives from local universities and our own library service who have all provided invaluable support and advice in the development of our intranet site as a

resource for staff with dyslexia. Key objectives for the group are to raise awareness of what dyslexia is, and what impact it can have on individuals and organisations; and to provide help and sign-posting to resources for both managers and staff. The group were therefore particularly keen to promote World Dyslexia Awareness Day on 4th October. To help promote this members of the network manned Dyslexia Awareness stalls located outside the canteens at each of the main hospitals. They talked to staff,

signposted to various organisations, and distributed leaflets advertising the staff Intranet Dyslexia pages.

This year, we have also facilitated a new Autism Support and Interest group, focusing on the creation of staff Intranet pages to raise awareness and signpost staff to sources of support and information.

Awareness Raising Events

Throughout the year, we promote and raise awareness of various international days and annual events. These include: LGBT+ History Month; International Women's Day; International Day for the Elimination of Racial Discrimination; International Day Against Homophobia, Biphobia and Transphobia; Gypsy Roma Traveller History Month; Bi-visibility Day; Black History Month; International Day of Older Persons; Hate Crime Awareness Week; Transgender Day of Remembrance; International Day of Disabled Persons; Human Rights Day.



Early 2020, the LGBT+ community in Wales were invited to share their experiences of the NHS through poetry. BCUHB joined with other NHS organisations across Wales, inviting the LGBT+ community and its allies to put their experiences of the NHS into poems. The theme of the competition was 'LOVE is LOVE' in the NHS and entrants were invited to share what they love about the institution, or instances of where love has shone through in their experiences of using or working within it.

Staff Mental Health Well-being

Creating health and wellbeing workshops were introduced into the health board in March 2019. To date 23 sessions have been held with 345 managers having attended.

We promoted inclusion at our annual Wellbeing Conference, as part of World Mental Health Day. The focus this year was on suicide prevention and awareness.

Our staff who come from BAME backgrounds and from EU countries

Statistically, the proportions of staff working for BCUHB who come from Black, Asian and Minority Ethnic backgrounds is higher than the percentages who live within the communities of North Wales. However, the greater majority of these staff work within

the medical and dental staff group: so this means that the proportions who work within other staff groups is statistically under-representative.

We also know from reports logged in our DATIX incident reporting system, that by far the greatest proportion of equality-related incidents reported each year relate to incidents of racial abuse of staff by patients. We continue to monitor any trends and encourage staff to report all such incidents. This year we have established a Hate Crime Group which includes representation from colleagues working in Community Cohesion across North Wales, Safeguarding and Security at BCUHB. We have also worked with third sector organisations providing advice and support to our staff who are EU Citizens.

North Wales Regional BAME Forum - EYST

In July, a member of the Equality team participated in the quarterly North Wales Regional forum. The event was aimed at giving participants the chance to:

- Reflect on realities of ethnic minority workers and people seeking employment in North Wales;
- Identify solutions and actions to improve employment opportunities for migrants and ethnic minority people;
- Share information on new opportunities and initiatives;
- Learn about training opportunities in North Wales;
- Showcase good practice in North Wales;
- Network and meet new people.



Hate Crime

The Health Board joined forces with an organisation called "Show Racism the Red Card", which is the UK's leading anti-racism educational charity. Staff were asked to show their support on WEAR RED DAY FRIDAY, on 18th OCT. This campaign was fully supported and widely promoted by the Board and Trade Unions (see Equality Annual Report front cover).



We continue to raise awareness across BCUHB of the guidelines we have developed to help inform and support staff who are subject to hate incidents or crimes. BCUHB joined with other public sector organisations across North Wales in October 2018 to

promote common messages for Hate Crime Awareness Week commencing on Saturday 13th October. Members of the North Wales Public Sector Equality Network (NWPSSEN) collaborate each year to develop promotional materials that we all use including press releases and social media messages aiming to shine a light on hate crime, encourage victims to report and to deter perpetrators. To coincide with Hate Crime Awareness week this year, BCUHB relaunched the guidelines which are also promoted during Equality and Human Rights mandatory training.



“No Bystanders” pledge

Following last year’s re-launch of the “No Bystanders” pledge reinforcing the Health Board’s zero tolerance approach to hate crime or bullying and harassment, the invitation to "sign the pledge" has been extended. A discussion about the pledge and the importance of challenging all forms of bullying, harassment and unacceptable behaviour has been incorporated into the newly revised Equality and Human Rights mandatory training face-to-face delivery.

Equality and Human Rights Training

We continue to address compliance rates across BCUHB for mandatory equality and human rights training as shown in Table 2 above. The Health Board’s overall compliance rate is now 83% (as at 17th March 2020). The programme is based upon the All-Wales e-learning resource “Treat Me Fairly” and is also delivered in face-to-face workshop sessions that we call “Promoting Fairness”.

Table 1: Mandatory Equality & Human Rights Training Compliance

Measure: Numbers (and %) of staff who have completed mandatory equality & human rights training	West Area	Central Area	East Area	Secondary Care	Mental Health and LDS
(figures shown as at 17 th March 2020)	86%	89%	89%	82%	88%
(31 st March 2019)	89%	90%	88%	83%	88%

We continued to offer the same sessions to both managed and independent GP and dental practices across North Wales and again had a good uptake by Independent Contractors this year. We were invited to train 20 practices the training has been very well received. Pictured above: Panton Surgery. We have also delivered a programme of Equality Impact Assessment training through our 90-minute skills workshop programme.



A Step into Management (ASiM)



Equality Impact

Assessment continues to be an essential requirement within the ASiM programme and enables managers to consider the impact of equality and diversity when delivering services to the public and helps to address the issues around health inequality.

Flexible Working

In December, our 'Flexible Working and Me' Intranet page was promoted in the Corporate Bulletin for all staff. Staff were invited to visit the page that was developed to promote the BCUHB Flexible Working Policy and Procedure and to raise awareness of the opportunities, and the benefits to both staff and the organisation of effective flexible working practices. The pages provide information on Flexible Working and Work-Life Balance within the Health Board, including stories from staff who have benefitted from a more flexible approach to their work and other examples of how flexible working has helped to solve service issues.

Examples of Good Practice

New employment programme will help people with mental health problems find and remain in work



People who struggle to hold down a job because of mental health problems are being encouraged to take advantage of a new support service, which is the first of its kind in Wales. I CAN Work aims to help people in North Wales find and remain in employment in order to support their recovery from mild to moderate mental health problems. The twelve month pilot project is being led by Betsi Cadwaladr Health Board in partnership with personal support services charity CAIS, and the Rhyl City Strategy, with funding from the Welsh Government. It's the latest new service to be launched through the health board's I CAN campaign, which aims to provide earlier support and empower people to take control of their mental health.

Research has shown that over a third of people with mild to moderate mental health problems are unemployed, and there is a growing body of evidence linking employment with improved mental health, wellbeing and quality of life. I CAN Work is based on the principles of the Individual Placement and Support (IPS) employment programme, which is used across the world and is recommended by the National Institute for Health and Care Excellence (NICE) as the leading model to help people with poor mental health into work. It is the first time that this approach has been adopted on a large scale in Wales.

It will see healthcare professionals work closely with a network of I CAN Work Employment Specialists to ensure that employment forms a central role in people's recovery from mental health problems. The programme will provide intensive ongoing support to enable people to find and remain in employment, with support provided to employers to help people keep their jobs at difficult times.

Strategic Equality Objective 4

Inclusive leadership at all levels: to provide the vision and motivation to advance equality at BCUHB and harness the energy and efforts of others to make improvements.

At BCUHB our vision is to create a healthier North Wales, that maximises opportunities for everyone to realise their full potential, and helps towards reducing health inequalities. To inform the health board's strategic direction it is essential that we have a clear overview and understanding of the major issues facing people with different protected characteristics. This is recognised as a key underpinning principle within our plans and the responsibility of the whole organisation. Our Strategic Equality Plan 2016-2020 is published on our website and can be accessed <https://bcuhb.nhs.wales/use-of-site/publication-scheme/class-five-our-policies-and-procedures/equality-and-human-rights/strategic-equality-plans/> This includes a joint commitment from our Chair, Chief Executive and Independent Board Member Equality Champion that states:

“As a Board, we will work to ensure that our statutory obligations to deliver the Public Sector Equality Duty are understood and discharged. We will continue to scrutinise implementation of this Strategic Equality Plan agreed by our Health Board in December 2015 and will strive to ensure that our organisation provides a fair, responsive, inclusive and accessible service for all.”



Strategic Equality Plan 2020-2024



This year has seen a substantial 4 yearly review of the Health Boards SEP and equality objectives as required by the Statutory Duty to review our equality objectives at least every four years. The revised SEP 2020-24 provides a framework to help ensure that equality continues to be properly considered within the organisation, builds upon the strong foundation in already in place and influences decision-making at all levels across BCUHB going forward.

The revised Equality Objectives have been developed on the basis of a consideration of all the Health Board's work and activities. This has been informed by including employment, service delivery and policy development by gathering and analysing information from national and local evidence, impact assessment and from ongoing engagement with staff and service users. We have reviewed a range of national reports from bodies including the

Equality and Human Right Commission (EHRC) and Welsh Government, and have undertaken a review of current literature and considered the equality profiles of the population of North Wales.

This will now include closer alignment with our priorities under the Well-being of Future Generations (Wales) Act 2015 the Social Services and Well-being (Wales) Act 2014, to advance equality in a more integrated way as we move forward.

Organisational Development

We have continued to build on the work being done to ensure our managers and leaders are aware of and can demonstrate an ability to be compassionate and inclusive in their work with staff, colleagues and patients. The organisation is liaising closely with colleagues in Health Education Improvement Wales (HEIW) around the work being done at a national level to align all leadership development across the whole of NHS Wales with the Compassionate Leadership model. This is a collaborative project with Professor Michael West and the Kings Fund and is an approach to leadership underpinned by values around inclusion and valuing of difference and diversity.

Our Leadership Development offer from our introductory programme 'A Step into Management' right through to 'Leading for Transformation', our newest senior leadership programme are designed to reflect the values, principles and practices necessary to demonstrate inclusive and compassionate leadership across system boundaries and in line with our BCUHB-wide Equalities and Diversity commitments as well as the wider legislative framework of the Wellbeing of Future Generations Act.

In addition we are working closely with HEIW around the development of a framework and pathway for Talent Management and Succession Planning which will allow the organisation to better support staff from right across our varied and diverse workforce to develop their skills and talents and support their ability to progress in the organisation.

Equality and Human Rights Governance at BCUHB

Strengthening organisational design and improvement

This year we have been working to further strengthen the framework at BCUHB for embedding organisational design and improvement based on the principles of equality and human rights, necessary to deliver the LHSW strategy. We have:

- ✓ Worked with the Equality and Human Rights Commission to facilitate a briefing for Board, clarifying governance and scrutiny requirements.
- ✓ Facilitated a Board workshop to inform the development of the SEP and equality objectives.
- ✓ Strengthened the governance and scrutiny of EqIA at Committee level by promoting the equality impact assessment process as a framework to help to ensure that any potential for disadvantage or discrimination is identified and addressed.
- ✓ Strengthened the governance and scrutiny of EqIA in project management
- ✓ Strengthened organisational-wide representation on the Equality and Human Rights Strategic Forum. This has meant identifying key senior decision-makers to attend as equality advocates, to improve both vertical and horizontal communication and accountability.
- ✓ Raised awareness of the requirement to embed the Welsh Government Advancing Equality and Human Rights delivery framework requirements within core business processes. We have clarified accountability and identified senior leads to analyse key processes within their area of responsibility, structures and systems to ensure that an equality perspective is integrated into relevant activities including: service planning, activity, project management, performance management, governance, quality and safety, and workforce.
- ✓ Strengthened scrutiny to ensure that plans and proposals coming forward from Improvement Groups demonstrate due regard to equality and human rights.
- ✓ Raised awareness and optimised opportunities to promote equality and human rights considerations with health board partners.

Equality and Human Rights Strategic Forum (E&HRSF)

The role of the Forum is to advise the Health Board in relation to the strategic direction for equality, diversity and human rights, for both employment practice, population health improvement, and delivery of patient care.

The Forum met regularly during the year, chaired by our Executive Director of Workforce. Key topics included on meeting agendas included:-

- ✓ a focus on delivering the equality duties within quality assurance and patient experience activity.
- ✓ a focus on delivering the duties in procurement and commissioning activity
- ✓ a focus on delivering the duties in Mental Health and LD Division
- ✓ a focus on delivering the Equality Duties within Strategy and Planning
- ✓ a focus on: delivering the Equality Duties within Workforce and OD
- ✓ the development of draft Strategic Equality & Human Rights Plan 2020-2024
- ✓ Ministerial briefing: Welsh Governments intention to place a very high priority on advancing and safeguarding equality and human rights in Wales.
- ✓ Nation of Sanctuary Refugee & Asylum Seeker Plan
- ✓ EHRC Briefing for Board and the Socio Economic Duty update.

Equality Operational Group (EOG)

The terms of reference for this group are being reviewed to align to the new 2020-2024 Strategic Equality Plan objectives. Going forward, the group will be titled: Equality Delivery Group (EDG).

Examples of Good Practice

Ysbyty Gwynedd Urologist awarded MBE for voluntary work



A doctor from Ysbyty Gwynedd has been recognised with an MBE for his voluntary and community work which has changed the lives of hundreds of people. Dr Ashok Kumar Bhuvanagiri has received an MBE for services to Cultural Cohesion and to charity.

Although he has spent most of his professional life as a doctor treating patients with urology issues, it's his voluntary work as a community leader which sets him apart from others. Whilst living in Scotland he devoted an enormous amount of time to promote cultural integration between disparate Scottish communities. In 2002 he founded the Telugu Association of Scotland, creating a forum for immigrants from India to share their experiences and engage with local communities. The association has now grown from a local voluntary organisation that helped a few people, to an accredited charity that impacts the lives of tens of hundreds of people across Scotland.

He is also a member of a number of other groups and organisations such as the Gwynedd Council Equality Core Group and the Equality and Human Rights Operational Group for Betsi Cadwaladr University Health Board. He is also a trustee for the Bangor Indian Friends Society.

Dr Bhuvanagiri, who joined Ysbyty Gwynedd in 2014, said he was delighted to receive an MBE for his work by the Queen.

Equality Stakeholder Group (ESG)

This Group comprises of individuals and third sector organisations who have agreed to work with us to help scrutinise and inform our on-going equality and human rights work across all protected characteristics, and includes a specific focus on the barriers experienced by disabled people. Our ESG members work with us to provide expertise on an on-going basis. Group members identify key priority areas for discussion and therefore determine meeting agendas. The topics they have identified for discussion during the year from April 2019 to March 2020 have included:

- ✓ Strategic Equality Plan development
- ✓ Presentation on Autism
- ✓ Overview of the Workforce Strategy
- ✓ UNIQUE Transgender Network Film
- ✓ Diabetic Eye Screening Leaflet Review consultation
- ✓ Presentation by Safeguarding team regarding the training - Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV)
- ✓ Travel Plan for the Ysbyty Glan Clwyd site

Every six months, we produce a short newsletter, which is available for ESG members. This helps to provide information on current BCUHB equality and human rights activities and other items of interest, including future meetings and agenda items.

The Equality Impact Assessment Scrutiny Group

This group, comprises of both internal and external stakeholders, who provide scrutiny and advice in relation to the equality impact assessments on emerging key BCUHB strategies and policies. The EqlAs considered by members this year included:-

- ✓ Care Closer to Home
- ✓ Workforce & Organisational Development Strategy
- ✓ ADTRAC (a European Social Fund programme to help young people access employment, education and training programme, delivered by Grŵp Llandrillo Menai with support from BCUHB and local councils).
- ✓ Health Improvement Inequality Transformation (HIIT) Programme
- ✓ North Wales Dementia Strategy

NHS Wales Delivery Framework 2019-20

The NHS Wales Delivery Framework measures the NHS throughout the year on the delivery of services and process that contribute towards the goals of the Public Health Outcomes Framework for Wales, and ultimately the national 'Healthier Wales' indicators of the Well-being of Future Generations (Wales) Act 2015. To strengthen this approach, a number of new delivery measures were identified in 2017, which include equality. This

reinforces how the Health Board must consider how it can positively contribute to a fairer society through advancing equality & good relations in day-to-day activities.

A qualitative report detailing evidence of advancing equality and good relations in the day to day activities of BCUHB is reported bi-annually on 31 October and 30 April. This now forms part of the organisations overarching Integrated Performance Report.

Focus for the Future

We welcome Welsh Government's renewed and distinct approach to strengthening, promoting and safeguarding equality, social justice and human rights in Wales. The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, commencement of Part one of the Equality Act the Socio-economic Duty, the Wellbeing of Future Generations Act 2015 and also the Social Services and Well-being Act 2014 all represent a significant opportunity to develop a more coherent approach to advancing equality in North Wales. This has been reflected in our revised Strategic Equality Plan 2020-24.

Key Challenges

Good progress has been made over the last year in identifying opportunities to further mainstream equality considerations within systems and processes at BCUHB. However, the key challenge remains to increase organisational capacity to routinely operate from an equality and rights perspective and undertake and scrutinise Equality Impact Assessment (EqIA) in order to further strengthen our decision making processes.

Our Revised Equality Objectives

Our equality objectives embody the commitment of the Board to tackle barriers to equality and inclusion. This is not an exhaustive list, it is however, an outline of our key strategic focus for the future 2020-2024

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.

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.

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.

Objective 4: We will prioritise action to advance gender equality in North Wales.

Objective 5: We will prioritise action to address personal security for people sharing different protected characteristics accessing health services in North Wales.

Objective 6: We will increase engagement with individuals and groups sharing different protected characteristics in North Wales.

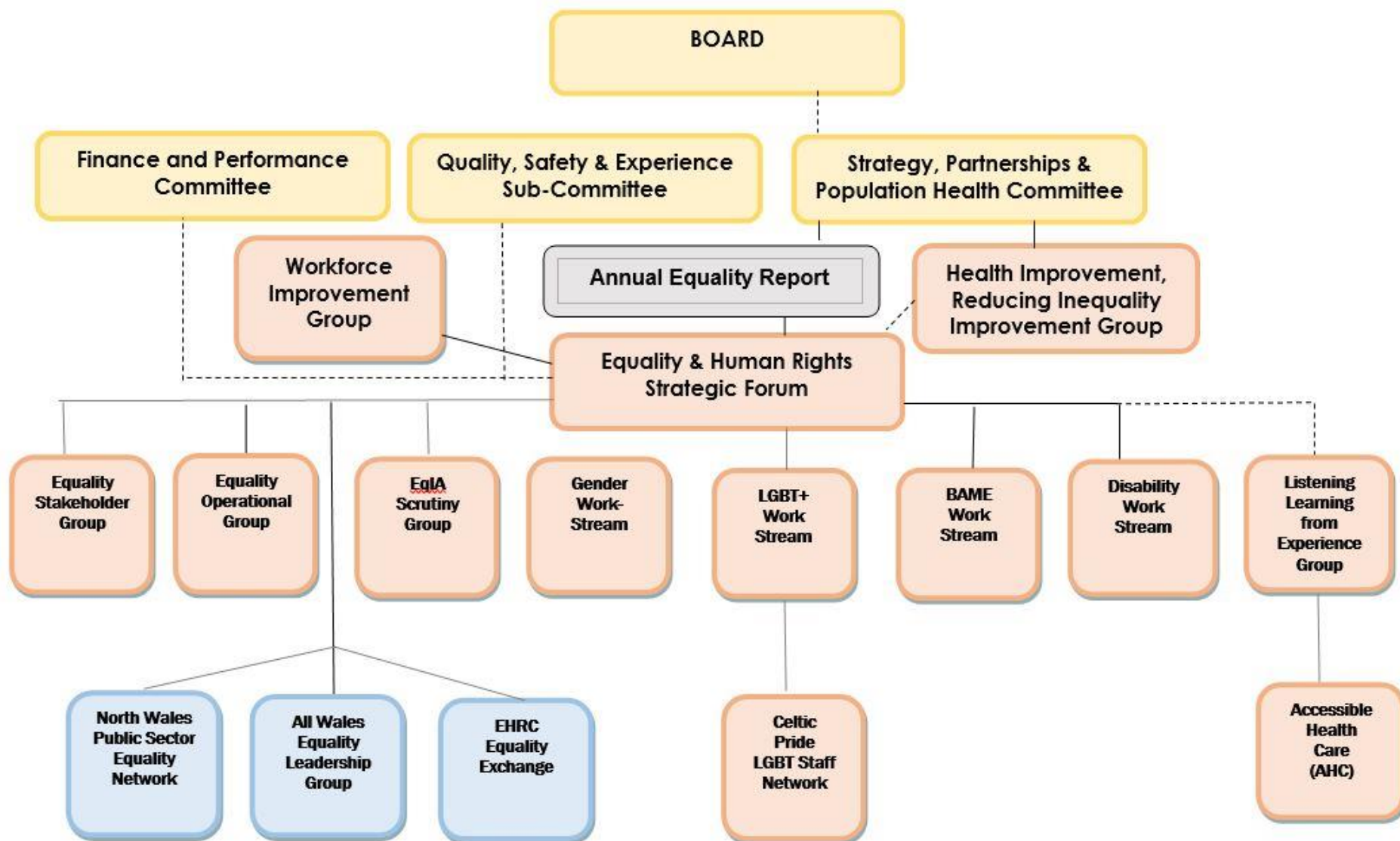
Objective 7: We will prioritise action to increase participation for people sharing different protected characteristics in health services across North Wales.

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.

Our priorities for 2020 to 2021 include:

- ✓ Developing a systematic planned process for advising the organisation in regards to changes in the equality legislative landscape in Wales and how this is integrated into work streams.
- ✓ Strengthening the organisational design based on the principles of equality necessary to deliver the Strategic Equality Plan (SEP) objectives.
- ✓ Strengthening performance management of the organisational wide SEP year 1 actions and embedded into existing frameworks including health economy accountability reviews.

Appendix 1: Equality & Human Rights Governance



Appendix 2: Gender Pay Gap Report 2020



Gender Pay Gap Report 2020

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.

Betsi Cadwaladr University Health Board (BCUHB) believes that open-ness and transparency around pay gaps will help us to achieve our objective of “Becoming an Employer of Choice”. 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 second 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 (31st March 2019).

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

Gender	Average Hourly Rate (£p per hour)	Median Hourly Rate (£p per hour)
Male	21.11	15.81
Female	15.56	14.19

Difference	5.55	1.04
Pay Gap %	26.29%	10.26%

The gender pay gap is defined as the difference between the mean or median hourly rate of 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-most 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**

Gender	Average Bonus (£)	Median Bonus (£)
Male	11,231	9,873
Female	8,822	6,860
Difference	2,409	3,013
Pay Gap %	21.45%	30.52%

In line with the reporting requirements, our mean bonus gap of 24.0% is based on actual bonuses and so it does not take into account part-time working.

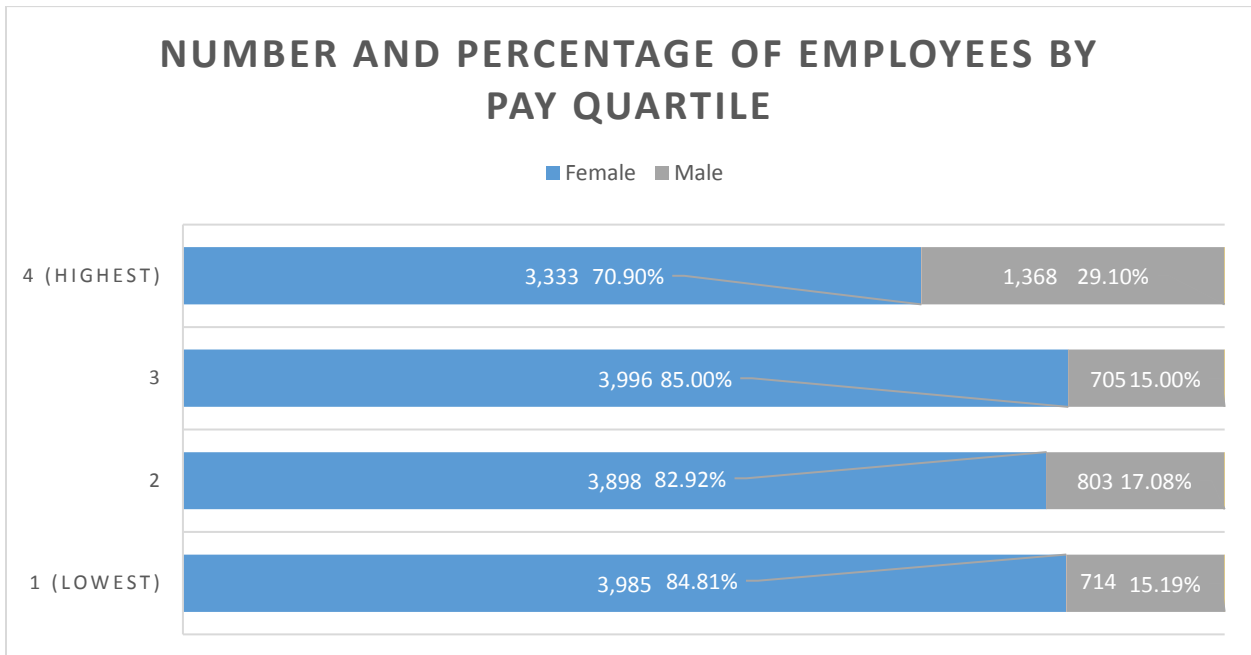
Table 3. Proportion of staff receiving a bonus**

Gender	Employees Paid Bonus	Total Relevant Employees	%
Male	226	4,405	5.13%
Female	78	17,091	0.46%

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

Table 4. Number and percentage of Employees by Pay Quartile

Pay Quartile	Female	Female %	Male	Male %
1 (Lowest)	3,985	84.81%	714	15.19%
2	3,898	82.92%	803	17.08%
3	3,996	85.0%	705	15.0%
4 (Highest)	3,333	70.9%	1,368	29.1%



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.

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:-

- 1. Work-life balance**
- 2. Networks and Support Mechanisms**
- 3. Organisational Development and Training**
- 4. Recruitment, Retention and Progression**

Statement by our Executive Director Workforce and Organisational Development

Our organisation employs over 17,000 people, the majority of whom are members of communities across North Wales. The Health Board's strategic priorities are supported by our Workforce Strategy which identifies what the workforce needs to look and feel like and how it needs to operate to deliver the right outcomes for the people of North Wales. 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. We strive to be a fair and inclusive employer, committed to tackling inequality and taking action to reduce the gender pay gap.

Appendix 3: Leadership Values



Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

Personal Qualities & Values

I will:

- Always act in accordance with and champion the organisation's values
- Always challenge bad behaviour and actively manage poor performance
- Be professional and maintain optimism in stressful situations

I will not:

- Act in a way which compromises the organisation's values
- Ignore bad behaviour or accept poor performance
- Lose my professionalism when in stressful situations

Personal
Qualities &
Values

Leading & Developing Individuals

I will:

- Always act in the best interest of the patient / service user
- Consistently deliver on promises
 - Always demonstrate a can do attitude
- Recognise and praise effort, not just achievements
- Always encourage individuals to look for ways to improve the service

I will not:

- Act in a way which gives little or no consideration to the needs of patients and service users
- Over promise and under deliver
- Be in the background and demonstrate lack of ownership

Leading &
Developing
Individuals

Proud to Lead

Leading & Developing the Organisation

I will:

- Share stories of success that create pride in achievement
- Champion a mindset of high ambition for individuals, the team and organisation
- Lead by example, be compassionate and aspire to excellence
- Always take proactive steps to develop team members

I will not:

- Set unclear objectives and targets
- Tolerate mediocrity and make excuses for poor or variable performance
- Give unbalanced feedback (too much praise or too little)
- Emphasise what is going wrong rather than what is going well
- Ignore the development needs of my team

Leading &
Developing the
Organisation

Leading the Way Forward

Leading the Way Forward

I will:

- Look at and emphasise the opportunities when difficulties arise
- Always listen to the view of others to develop joint solutions
- Involve team members in planning and delivering service change
- Engage with staff, internal and external stakeholders and the public

I will not:

- Push forward my own ideas and ignore the views of others
- Exclude the team from planning service change
- Accept a culture of non-cooperation and negativity
- Fail to engage appropriately with staff internal and external stakeholders and the public

#BCUHB Proud