

Strategic Equality Plan 2020-2024

Contents

Foreword page 2

Background page 3

- The Strategic Equality Plan page 3
- The Equality Act 2010 page 3
- The General Duty page 3
- The Specific Duties in Wales page 4

Betsi Cadwaladr University Health Board page 5

- About the Health Board page 5
- Strategic Direction page 5
- Our Well-being Objectives page 7

Our Equality Objectives page 8

- Developing our Objectives page 8
- Our Equality Objectives page 8
- Meeting our Objectives page 12
- Monitoring Progress page 13
- The Equality and Human Rights Strategic Forum page 15
- Equality Stakeholder Network page 15
- Annual Reporting page 16

Identifying and Collecting Relevant Equality Information page 17

Publishing Relevant Equality Information page 17

Publishing Equality Information page 17

Our Arrangements for Equality Impact Assessments (EqIA) page 18

Promoting Knowledge and Understanding page 19

- Equality and Human Rights Training page 19
- Personal Assessment and Development Review page 19
- Guidance and Support page 20
- Patient Stories page 20

Pay Gaps and Gender Pay Objectives page 20

Publishing and Commenting on this Plan page 21

Appendix 1 Approach to Delivering the Equality Objectives 22

Appendix 2 Our Strategy and Planning Map 23

Foreword

Equality is central to the work of Betsi Cadwaladr University Health Board (BCUHB) and our vision for improving health, wellbeing and healthcare in North Wales. On behalf of the Board at BCUHB we welcome Welsh Government's distinct approach to promoting and safeguarding equality, social justice and human rights in Wales.

It is essential that we have a clear overview and understanding of the major issues facing people with different protected characteristics to inform the Health Board's work. We have listened, continue to listen and hear key messages and value this feedback. We are committed to advancing equality of opportunity and protecting and promoting the rights of everybody to achieve better outcomes for all. It is the outcomes that matter and as such it is vital that rights are implemented in a way which gives them practical effect, so that they have a real and positive impact on the lives of the people of Wales.

We welcome this Plan which provides a framework to help ensure that equality is properly considered within our organisation and influences decision-making at all levels across BCUHB. This is not an exhaustive list of all activities undertaken by our Health Board that promote and advance equality and rights; it is however, an outline of our key strategic focus. We recognise that the NHS in Wales faces some of the biggest challenges since its creation, and over the duration of this Plan we must adapt to the changing health needs of our population.

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 January 2020 and will strive to ensure that our organisation provides employment opportunities and is fair, responsive, inclusive and accessible for all, as we all work towards the goal to create a fairer, more equal Wales.

In January 2020 the Board approved the revised Strategic Equality Plan (SEP) and Objectives for the period 2020-2024. Following this, Covid -19 has further magnified inequalities for those with protected characteristics and socioeconomically disadvantaged groups, our plans to deliver the SEP will reflect this.

Background

1.0 The Strategic Equality Plan

As a listed body in Wales under the Equality Act 2010, we are required to draw up a Strategic Equality Plan at least every 4 years. The purpose of this Strategic Equality Plan is to describe BCUHB and document the steps which the Health Board is taking to fulfil its Specific Duties under the Act. This is the Health Board's third strategic equality plan, progress is reported annually and can be accessed via:

<https://bcuhb.nhs.wales/use-of-site/publication-scheme/class-five-our-policies-and-procedures/equality-and-human-rights/equality-and-human-rights-reports/>

1.2 The Equality Act 2010

The Equality Act 2010 brought together and replaced the previous anti-discrimination laws with a single Act. The Act includes a public sector equality duty the 'General Duty'.

1.3 The General Duty

The aim of the General Duty is to ensure that public authorities and those carrying out a public function consider how we can positively contribute to a fairer society through advancing equality and good relations in our day-to-day activities. Public bodies, such as the Health Board are required to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act.
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

1.4 The Specific Duties in Wales

Most devolved public authorities in Wales covered by the General Duty are also covered by the Specific Duties. The Specific Duties set out the steps that listed bodies in Wales must take in order to demonstrate that we are meeting the General Duty. BCUHB is a listed public authority in Wales and is required as such to develop equality objectives and publish a Strategic Equality Plan. Further information is available via:

<https://www.equalityhumanrights.com/en/advice-and-guidance/guides-psed-wales>

Betsi Cadwaladr University Health Board

2.0 About the Health Board

Betsi Cadwaladr University Health Board is the largest health organisation in Wales, we provide a range of primary, community, mental health and acute hospital services for a population of around 678,000 people across the six counties of North Wales. The Health Board has a budget of £1.3 billion and a workforce of approximately 18,000.

We have three main hospitals, Ysbyty Gwynedd in Bangor, Ysbyty Glan Clwyd in Bodelwyddan and Wrexham Maelor Hospital, along with a network of community hospitals, health centres, clinics, mental health units and community team bases. We also coordinate the work of GP practices and NHS services provided by dentists, opticians and pharmacists in North Wales. Further information is available via

<https://bcuhb.nhs.wales/>

2.1 Strategic Direction

Our Plan for Health and Social Care 'Living Healthier Staying Well (LHSW)' is our long term strategy that describes how health, wellbeing and healthcare in North Wales might look in the future and how we are working towards this. We are focusing on making changes in three key areas:

- We want to improve health and reduce health inequalities
- We want people to have care closer to home
- We want everyone to have excellent hospital care

There are many factors that influence our health and wellbeing, not least rising levels of poverty and inequality

throughout the life-time of this Plan. Our ambition is nevertheless to narrow the gap in life expectancy between those who live longest in the more affluent areas of North Wales and those living in our more deprived areas. In doing so we will need to become more of a “wellness” service than an “illness” service. We are doing this by engaging and working with our population, patients and staff and our statutory, independent and voluntary partners to plan for the future needs of people living in North Wales and for our workforce. Further information is available via: <https://www.bcugetinvolved.wales/lhsw>

Living Healthier Staying Well

LHSW, the long-term vision for our population, reflects the Equality Duty and has been informed by the Health Board’s Strategic Equality Plan (SEP). As such, ‘the promotion of equality and human rights in everything we do’ is a key underpinning principle within all our plans and the responsibility of the whole organisation.

The Three Year Outlook

Our vision and priorities set out in the Health Board’s Three Year Outlook. Our purpose is to improve the health of the population of North Wales, which means that, over time, there will be a better quality and length of life across the whole population of North Wales. We aim to provide excellent care, which means that our focus will be on developing a network of high quality services, which deliver safe, compassionate and effective care that really matters to our patients. 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.

2.2 Our Well-being Objectives

The Well-being of Future Generations (Wales) Act gives us the opportunity to think differently and to give new emphasis to improving the well-being of both current and future generations. The Well-being of Future Generations Act requires us to think more about the long-term, work better with people, communities and organisations, seek to prevent problems and take a more joined-up approach. This Act puts in place seven well-being goals, and we need to maximise our contribution to all seven.

The Well-being Goals are:

- A prosperous Wales
- A resilient Wales
- A Healthier Wales
- A more Equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales

We need to change the way we work, ensuring we adopt the sustainable development principle defined within the Well-being of Future Generations Act – this means taking action to improve economic, social, environmental and cultural well-being, aimed at achieving the seven goals. These are the five ways of working we need to think about when working towards this.

The five ways of working are:

- Long Term
- Prevention

- Integration
- Collaboration
- Involvement

We have sought to reflect the 5 ways of working in developing our Strategic Equality Plan. One of our duties under the Well-being of Future Generations Act is to set well-being objectives for the Health Board. We have identified the following seven well-being objectives with partners and stakeholders:

- To improve physical, emotional and mental health and well-being for all
- To target our resources to those with the greatest needs and reduce inequalities
- To support children to have the best start in life
- To work in partnership to support people – individuals, families, carers, communities - to achieve their own well-being
- To improve the safety and quality of all services
- To respect people and their dignity
- To listen to people and learn from their experiences

Our Equality Objectives

3.0 Developing our Objectives

It is essential that we have a clear overview and understanding of the major issues facing people with different protected characteristics, to inform the Health Board's strategic direction described above. We have gathered and analysed relevant information held by BCUHB and are maintaining engagement with communities, individuals and experts to help identify what may have changed during the last four years to inform our objective-setting. One such example is making the links with the Social Services and Well-being (Wales) Act 2014

and Well-being of Future Generations (Wales) Act 2015, and adopting the principles of looking to the long term and working in partnership across the public sector. Whilst our public sector Equality Objectives will cut across many of the well-being goals, they will make the greatest progress towards:

A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

A Wales of cohesive communities: Attractive, viable, safe and well-connected communities (always recognising the needs of those who are excluded, or whom by choice are not part of a community).

Our Equality Objectives have been developed on the basis of a consideration of all the Health Board's work and activities, including employment, service delivery and policy development and informed 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. The evidence gathered to date provides us with information on a wide

range of issues affecting people who share protected characteristics. Some of the overarching sources of equality evidence reviewed include:

EHRC Is Wales Fairer? 2018 (EHRC, 2018)
Prosperity for All: The National Strategy (Welsh Government 2017)
Rapid Review of Gender Equality (Chwarae Teg, 2018)
Review of the Evidence of Inequality in Wales (Welsh Government, 2019)
Well-being of Wales 2017-18 (Welsh Government, 2018)
House of Commons Library Briefing Paper No. 7096, Poverty in the UK: Statistics (April 2018)
Institute for Fiscal Studies, Living standards, poverty and inequality in the UK: 2018 (June 2018)
EHRC The cumulative impact of tax and welfare reforms. Country-specific appendix: Wales (2018).

In addition, in accordance with the Welsh Language Act (1993), and the Welsh Language Measure (Wales) 2011 the Health Board has a comprehensive Welsh Language Scheme in place, further information can be accessed via: <https://bcuhb.nhs.wales/about-us/governance-and-assurance1/welsh-language/>

3.1 Our 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. We recognise that the NHS in Wales faces some of the biggest challenges since its creation, and over the duration of the implementation of our equality objectives going forward, we must adapt to the changing needs of our communities. Further information on each equality objective is provided in Appendix 1.

BCUHB Equality Objective 1: We will prioritise action to help identify and mitigate the impact of poverty for recipients of healthcare at risk of or actually living in low income households in North Wales.

BCUHB Equality Objective 2: We will prioritise action to reduce health inequalities and increase the accessibility of healthcare for people sharing different protected characteristics in North Wales.

BCUHB Equality Objective 3: We will prioritise action to respond to key policy and legal developments in healthcare for people sharing different protected characteristics in North Wales.

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

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

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

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

BCUHB Equality Objective 8: We will prioritise action to develop an inclusive culture where leaders routinely

demonstrate their commitment to promoting equality within BCUHB and beyond and enable a fair and inclusive workforce.

BCUHB Equality Objective 9: We will prioritise action to advance race equality in North Wales.

Meeting our Objectives

As described the long-term vision for our population is aligned to the Health Board's Strategic Equality Plan (SEP). As such, 'the promotion of equality and human rights in everything we do' is a key underpinning principle within all our plans and the responsibility of the whole organisation. The commitment of the Board to tackle barriers to equality and inclusion has been applied across the portfolios of all Executive Directors, this ensures that equality and inclusion are not compartmentalised but remain the responsibility of all. We need to ensure plans are built from cluster level through to Health Community and up to BCUHB level with planning and delivery supported through Health Community Accountability Reviews. Our strategy and planning map is summarised in Appendix 2.

The Improvement System for BCUHB

As part of the organisation and governance structure for improvement, the Health Board has established a series of Improvement Groups. Each Improvement Group is:

Accountable to the Chief Executive led Portfolio Management Group, which in turn reports into the Executive Team.

Led by an executive director with another executive as vice chair to ensure executive continuity.

Supported by the Improvement Team and Delivery Management Office.

Improvement Groups, overseen by the Portfolio Management Group (PMG), have a lead role in setting commissioning intentions. The commissioning intentions will incorporate key National Delivery Framework performance measures. This structure will enable the Health Board to build upon the equality commitments set out within LHSW and the Three Year Outlook to ensure that equality and human rights principles underpin improvement activity. We will also optimise opportunities to work together with other public bodies via Public Service Boards and Regional Partnership Boards, to advance equality and reduce the inequalities linked to socio-economic disadvantage, through partnership working.

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 include 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.

3.3 Monitoring Progress

NHS Outcomes and Delivery Framework

The NHS Outcomes and Delivery Framework is one of three frameworks published to help drive the continual

improvement in the health and wellbeing of the people of Wales, the others relating to social services and public health. The Framework details how NHS Wales will measure and report performance in health care. Our equality objectives cut across all of the domains:

- **Staying healthy:** People in Wales are well informed and supported to manage their own physical and mental health.
- **Safe care:** People in Wales are protected from harm and supported to protect themselves from known harm.
- **Effective care:** People in Wales receive the right care and support as locally as possible and are enabled to contribute to making that care successful.
- **Dignified care:** People in Wales are treated with dignity and respect and treat others the same.
- **Timely care:** People in Wales have timely access to services based on clinical need and are actively involved in decisions about their care.
- **Individual care:** People in Wales are treated as individuals with their own needs and responsibilities.
- **Our staff and resources:** People in Wales can find information about how their NHS is resourced and make careful use of them.

Progress against some of the Health Board's equality objectives can be evidenced in the measures reported against the NHS Wales Delivery Framework <https://gov.wales/sites/default/files/publications/2019-05/nhs-wales-delivery-framework-and-reporting-guidance-2019-2020-march-2019.pdf> In some instances, Welsh Government have identified where a more qualitative approach to measuring service delivery is required. This includes:

- Evidence of how NHS organisations are responding to service users experience to improve services.
- Evidence of how NHS organisations are advancing equality and good relations in their day to day activities.
- Qualitative report detailing progress against the five standards that enable the health and wellbeing of homeless and vulnerable groups to be identified and targeted.
- Qualitative report detailing the achievements made towards implementation of the all Wales standards for accessible communication and information for people with sensory loss.

Processes are in place, which provide the Board with assurances on the delivery of its key commitments, this is facilitated by a range of forums where performance is reported and discussed resulting in appropriate improvement action being agreed as necessary. The forums include monthly accountability meetings and quarterly performance reviews.

3.3.1 The Equality and Human Rights Strategic Forum

The Equality and Human Rights Strategic Forum continue to scrutinise progress and provide assurance to the Strategy Partnerships and Population Health Committee of the Health Board.

3.3.2 Equality Stakeholder Network

Further scrutiny is carried out by an external Equality Stakeholder Network that meets at least three times per 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.

3.3.3 Annual Reporting

The Annual Report and Accounts are part of the Health Board's public annual reporting and set out our service delivery, environmental and financial performance for the year and describe our management and governance arrangements. The Annual Governance Statement forms part of the Accountability Report section of the Annual Report, and provides a detailed report on our governance, arrangements for managing risk and systems of internal control. The Annual Quality Statement, published separately, provides information on the quality of care across our services and illustrates the improvements and developments we have taken forward over the last year to continuously improve the quality of the care we provide. Copies of all these documents can be downloaded from the Health Board's website at

<https://bcuhb.nhs.wales/about-us/governance-and-assurance1/annual-report-and-accounts/>

Our Annual Equality Report demonstrates in more detail the Health Board's progress towards advancing equality and includes a summary of:

- The steps we have taken to fulfil our equality duties and what we have achieved over the past year to eliminate discrimination and promote equality of opportunity and meet our targets.
- The results of the information-gathering, what evidence has been obtained and what it indicates
- What the Health Board has done with the information gathered and what actions will be taken as a result
- What our stakeholders think of the progress we have made

Our Annual Equality Reports are published on our website at:

<https://bcuhb.nhs.wales/use-of-site/publication-scheme/class-five-our-policies-and-procedures/equality-and-human-rights/equality-and-human-rights-reports/>

4.0 Identifying and Collecting Relevant Equality Information

Collecting and using relevant information is critical in meeting the General and Specific Equality Duties. It ensures that the Health Board has the best evidence available to enable us to set meaningful objectives and carry out fully informed impact assessments. Currently information is collected from:

- National and local research i.e. Is Wales fairer 2018?
- Population profiles and needs assessments
- Service user experience information, feedback from patient satisfaction surveys and concerns
- Qualitative information from public engagement and focus groups
- Workforce monitoring information
- Incident reporting

During the 4 year life of this plan we have committed to scoping opportunities to strengthen the collection, monitoring and analysis of data on health outcomes and the use of health services disaggregated by protected characteristic and vulnerable groups.

Publishing Relevant Equality Information

5.0 Publishing Equality Information

Our Strategic Equality Plan and Equality Objectives are published on our website at:

<https://bcuhb.nhs.wales/use-of-site/publication-scheme/class-five-our-policies-and-procedures/equality-and-human-rights/strategic-equality-plans/>

Our Annual Equality Reports are published on our website at:

<https://bcuhb.nhs.wales/use-of-site/publication-scheme/class-five-our-policies-and-procedures/equality-and-human-rights/equality-and-human-rights-reports/>

Our employment and pay reports are published on our website at: <https://bcuhb.nhs.wales/use-of-site/publication-scheme/class-five-our-policies-and-procedures/equality-and-human-rights/equality-and-human-rights-reports/>

6.0 Our Arrangements for Equality Impact Assessments (EqIA)

An organisational priority is to strengthen the equality and human rights infrastructure in year one of this strategy. This means working better to further embed equality and human rights requirements, including equality impact assessment, within systems, plans, and processes to ensure equality and human rights considerations become routine practice.

We will continue to build organisational understanding and capacity around Equality Impact Assessment as a robust, structured process that is designed 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.

Equality Impact Assessment (EqIA) enables us to assess the likely impact on people sharing protected

characteristics and also helps identify opportunities to advance equality. It drives improved inclusive decision-making that is sensitive and responsive to people's diverse needs, leading to better outcomes and experiences. We will work to ensure that equality and human rights are embedded and that equality impact assessment informs the improvement programmes delivering the Health Board's long term strategy for the future 'Living Healthier Staying Well' as we plan for and implement the Socio Economic Duty. Scrutiny has already been strengthened at committee level and a mechanism to strengthen the scrutiny of EqIA underpinning improvement activity within the revised improvement system is being established.

7.0 Promoting Knowledge and Understanding

Equality awareness is built into our orientation programme for all new staff, and mainstreamed throughout leadership and management training programmes. We promote and build knowledge and understanding in a number of other ways including:

7.1 Equality and Human Rights training

Treat Me Fairly (TMF) is an e-learning resource which has been developed specifically for staff in NHS Wales. This is an ongoing mandatory training programme for all staff at BCUHB and we maintain high levels of compliance.

Substantial progress has been made in raising awareness and helping staff understand how the duties impact upon both their individual roles and within the wider organisation. A programme of workshops, designed to equip staff with the skills and knowledge required to undertake Equality Impact Assessments, is also in place.

7.2 Personal Assessment and Development Review

All staff undertake an annual Personal Assessment and Development Review (PADR) within which they are required to demonstrate they meet the levels of competence appropriate to their job as defined within the NHS Knowledge and Skills Framework (KSF). Equality and Diversity is one of the core competencies within the KSF and this helps to ensure staff are not just gaining the necessary knowledge and understanding, but also able to demonstrate how they apply this in their day-to-day work.

7.3 Guidance and support

Our intranet site provides an additional source of information and guidance for staff and signposts to other resources including third sector organisations. We regularly promote international days and awareness raising campaigns across the organisation to build knowledge and understanding.

7.4 Patient Stories

We capture and share stories told by individuals from their own perspective in a healthcare setting to provide us with an opportunity to understand their experience of the care that they have received helping us to learn the good, the bad and what could be done to improve their experience.

8.0 Pay Gaps and Gender Pay Objectives

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 the reasons for this. A number of themes have emerged which are aligned to the BCUHB Workforce Strategy and Key Priorities around:

- Work-life balance
- Networks and Support Mechanisms
- Organisational Development and Training
- Recruitment, Retention and Progression

Our gender pay gap report is published, further information is available via: <https://bcuhb.nhs.wales/use-of-site/publication-scheme/class-five-our-policies-and-procedures/equality-and-human-rights/equality-and-human-rights-reports/>

During this 4 year plan we will be taking action to progress our gender pay action plan and working to identify and address, ethnicity and disability pay gaps.

9.0 Publishing and Commenting on this Plan

This revised SEP will be published on our website and circulated widely. Please contact BCUHB at the address below to request copies of the document or to request a copy in the format or language of your choice. We recognise the diverse needs of the communities we serve and welcome communication in Welsh, English, British Sign Language (BSL) and other languages.

9.1 Comments or concerns

If you wish to make a comment or raise a concern about this Plan, please address it to:

The Executive Director of Workforce and Organisational Development
Betsi Cadwaladr University Health Board, Headquarters
Ysbyty Gwynedd
Penrhosgarnedd
Bangor, Gwynedd LL57 2PW

9.2 This Plan can be made available in other languages or formats on request.

Please contact: The Corporate Communications
Department

Email: bcuhbpressdesk@wales.nhs.uk

Telephone: 01248 384776

Appendix 1

Approach to Delivering the Equality Objectives

The long-term vision for our population is aligned to the Health Board's Strategic Equality Plan (SEP). As such, 'the promotion of equality and human rights in everything we do' is a key underpinning principle within all our plans and the responsibility of the whole organisation. The commitment of the Board to tackle barriers to equality and inclusion are applied across the portfolios of all Executive Directors, this ensures that equality and inclusion are not compartmentalised but remain the responsibility of all.

Delivering our objectives

Our equality objectives cut across all of the domains of the NHS Outcomes and Delivery Framework. The Improvement Groups, as part of their role in setting the commissioning intentions to deliver key National Delivery Framework performance measures, will enable the Health Board to build upon the equality commitments set out within LHSW and ensure that equality and human rights principles underpin improvement activity. We will also optimise opportunities to work together with other public bodies via Public Service Boards and Regional Partnership Boards, to advance equality and reduce the inequalities linked to socio-economic disadvantage,

through partnership working. To realise this work we need to ensure plans are built and operate from an equality and rights context from cluster level through to Health Community and up to BCUHB level with planning and delivery supported through an equality and rights lens via the Health Community Accountability Reviews.

An implementation plan for the duration of the Strategic Equality Plan is being developed to ensure the delivery of the Strategy in the new healthcare landscape as a result of the COVID-19 pandemic.

We have reviewed our objectives and reaffirmed our commitment that equality and human rights must be central to the thinking and planning of the health board and inform our response to Covid-19.

This year we are:

- Continuing to integrate equality, diversity and human rights considerations into core health board systems, processes and programmes
- Reviewing the emerging evidence and strengthening our ongoing engagement with people from protected characteristic groups to better understand lived experience and the impact of Covid-19
- Building capacity and strengthening governance and scrutiny of Equality Impact Assessment
- Preparing for commencement of the Socio-economic Duty
- Working with stakeholders to develop actions to deliver SEP objectives for 2021/22

Appendix 2

Our Strategy and Planning Map

Regional Partnership Board / Public Service Boards

BCUHB Strategy – Living Healthier Staying Well

Equality and Diversity

- Improving Health and Reducing Inequalities
- Care Closer to Home
- Acute Hospital Care

Enabling Strategies (*denotes key enabling strategy)

- Services Strategy *
- Workforce *
- Digital Health *
- Estates *
- Carers
- Welsh Language
- Finance / recovery *
- Quality and Safety *
- R&D and Innovation
- Mental Health Strategy
- Learning Disabilities Strategy

Improvement Groups – Reporting to Portfolio Management Group

- Health Improvement Group
- Care Closer to Home Improvement Group
- Together for Mental Health Improvement Group
- Planned Care Improvement Group
- Unscheduled Care Sub Group
- Digital Improvement Group
- Estates Improvement Group
- Workforce Improvement Group
- Quality Improvement Group
- Procurement Improvement Group
- Medicines Management Improvement Group
- Continuing Healthcare Improvement Group

East, Centre, West Health Community Delivery Plans

Underpinning Cluster / Service Delivery Plans