

Strategic Equality Plan

Caring about Inclusion 2020-24



Accessible Formats

If you would like information in another language or format (large print, Braille, audio, BSL), please ask us.



Foreword

The UHB always strives to put patients first. Caring for People, Keeping People Well is why we exist as a UHB, and fundamental to this is recognising that we operate in one of the most ethnically and culturally diverse areas in Wales. Stakeholders including the public, patients and members of staff expect the UHB to be proactive about equality, diversity and human rights as well as meeting its obligations under the equality and human rights legislation. The UHB is committed to acting on its social, moral and ethical obligation to promote equality of opportunity and outcome, foster good relations and eliminate discrimination, victimisation and harassment and to uphold human rights principles.

This is our third four year Strategic Equality Plan (SEP) and is closely aligned to our ten year strategy 'Shaping Our Future Well-being' and our Intermediate Medium Term Plan (IMTP [2019-2022](#)) as well as to the organisation's values of: kind and caring, trust and integrity, respectful, and personal responsibility. Our ambition is that a person's chance of leading a healthy life is the same wherever they live and whoever they are. This SEP sets out as plainly as we can the most important outcomes we want to achieve and some of the ways in which we will deliver improvements between April 2020 and March 2024.

Communication, respect, access, quality of care and equality of pay are at the heart of this plan.

The responsibility for implementing the plan falls to all employees, Board members, volunteers, agents or contractors delivering services or undertaking work on behalf of the UHB.

SEP actions will be linked to UHB strategic objectives, the [Health and Care Standards](#), the [Well-being of Future Generations Act 2015 goals](#) and progress will be monitored through regular reports to the appropriate Board Committees the newly established Equality Strategy and Welsh Language Standards Group (ESWLSG), chaired by the Executive Director of workforce and Organisational Development. Every year we will continue to produce an Annual Equality Report which will show how we are doing. Previous equality reports can be found [here](#):

We will also hold workshop events throughout the time span of the plan so that we can continue to engage with relevant stakeholders, gain their feedback and receive their input into Health Board planning processes.

Chair – Charles Janczewski



Chief Executive Officer



Who we are

Cardiff and Vale University Health Board (UHB) is one of the largest NHS organisations in the UK and was established in 2009. As a Health Board we have a responsibility for the health of around 475,000 people living in Cardiff and the Vale of Glamorgan, including the provision of local primary care services (GP practices, dentists, optometrists and community pharmacists) and the running of hospitals, health centres and community health teams. We have the most ethnically and culturally diverse communities in Wales. We employ around 14,000 staff.

Detailed information about the services we provide and the facilities, from which they are run, can be found on the Health Board's website in the section Our Services:

<http://www.cardiffandvaleuhb.wales.nhs.uk/our-services>

The UHB has signed a learning alliance with Canterbury Health Board (CHB) from New Zealand. CHB have made significant cultural and system improvements during the past ten years which have positively impacted on how patients move through their 'joined up' services, consequently improving outcomes. These changes have benefitted staff moral and improved the culture within CHB to a high trusting environment, with a person centered approach.

Working collaboratively with CHB, the health Board have designed a similar program of work to develop our own health system for the benefit of patients and staff. The recent 'Amplify2025' engagement event was the first step in this process. 'Amplify 2025' enabled eighty of the highly engaged leaders at the UHB to think differently about delivering healthcare, ensuring we put the person "Wyn" at the heart of all our decision making. Amplify 2025 was designed to complement the current ten year strategy and strategic clinical service plan.

The term "Amplify" is an umbrella term to encapsulate all of the work that is being delivered around the culture and leadership agenda, which includes value base recruitment / appraisals, talent and succession planning, leadership styles and the climate it creates, inclusion and health and wellbeing.

A person's chance of leading a healthy life should be the same, no matter who you are or where you live. With Amplify 2025, we are ensuring that we all work in the same direction to allow us to achieve our inclusive vision. It's all about 'caring for people, keeping people well' – and ensuring that we do that together, with a shared sense of momentum.

In Cardiff and Vale UHB and through our inclusive Apprenticeship Academy we want to create a culture where opportunities for people to develop their skills, experience, education and qualifications are explored. Our programmes of work comply with the principles of equality and diversity. We take an active approach to identifying and removing barriers to entry and progression and ensure equality of access for those with a learning disability.

Why we have a Strategic Equality Plan

As a public sector body, Cardiff and Vale University Health Board takes pride in making sure that we continue to improve our services. This is so we can meet better the needs of the people we work with. We are guided by both the 2010 Equality Act (2010) and the Public Sector Equality Duty, which call on us to think ahead and put a Strategic Equality Plan in place. Other legislation that informs this plan include the Human Rights Act (1998), Welsh Language (Wales) Measure 2011, the Social Services and the Well-being (Wales) Act 2014 and the Wellbeing of Future Generations (Wales) Act 2015. In addition, the United Nations Convention on the Rights of the Child 1989 and the UN Convention on the Rights of Persons with Disabilities 2010 have also been considered.

What are Strategic Equality Objectives?

As part of our specific duties we are required every four years to develop and publish our strategic equality objectives. These objectives set out the strategic equality priorities of the organisation, focusing on how we can add to an inclusively fairer society and move ahead on equality and good relations. The objectives are specific and focus our attention on how we deliver services and employment opportunities in relation to 'protected characteristics' and the forthcoming Socio-Economic Duty 2020.

Developing our Equality Objectives

During 2019 and 2020 we consulted and engaged with patients, staff, partners, equality organisations and other stakeholders in partnership with the Wales's Public Body Equality Partnership. We asked them what they thought the equality priorities should be for the Health Board. We also identified what research and information was already available to help in the development of the objectives.

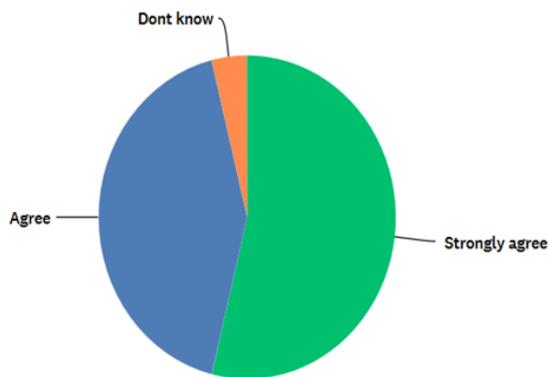
We also specifically surveyed patients, staff, partners, equality and third sector organisations and other people as to whether the Health Board's previously set objectives should be kept as they are, changed or whether we needed to add new ones. We again identified what research and information, such as the findings of our equality and health impact assessments¹. The development of our Shaping Our Future Wellbeing Strategy, Is Wales Fairer 2018?² As well as the Ethnicity and Health in Wales³, were already available to help in the development of the objectives. An analysis of concern letters, patient feedback forms and staff surveys were also considered.

During all of these consultation and engagement forums, a number of themes emerged. These have been translated into the following outcomes. In essence, if the UHB was being truly effective across the equality, diversity and human rights agenda we would see the following:

¹ <http://www.cardiffandvaleuhb.wales.nhs.uk/equality-diversity-and-human-rights>

² <http://www.equalityhumanrights.com/publication/wales-fairer>

³ <http://www.wales.nhs.uk/sitesplus/922/news/37600>



- People are and feel respected; this includes patients, carers and family members as well as staff and volunteers.
- We communicate with people in ways that meet their requirements (whether this is through written communication, face to face, signage, Welsh or other community languages including British Sign Language)
- More people receive care and access services that meet their individual

requirements, including those from socio-economic communities

- Gender and any other protected characteristic pay gaps are eliminated

We aim to take these outcomes which were gathered from our engagement sessions and use them to form our Strategic Equality Objectives for the next 4 years which will also have an action plan to ensure successful delivery. The measures in year one highlighted in the plan below will enable us to establish a performance baseline. The delivery plan will take into account demographic and other information available to us.

Our Arrangements for Equality and Health Impact Assessments (EHIA)

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

We will continue to build organisational understanding and capacity around Equality and Health Impact Assessments 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.

Undertaking an Equality & Health Impact Assessment (EHIA) enables us to assess the likely impact on people sharing protected characteristics and also helps identify opportunities to advance equality and human rights. It drives improved inclusive decision-making that is both reflective and responsive to people’s diverse needs, leading to improved 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 ‘Shaping Our Future Wellbeing’ 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 EHIA underpinning improvement activity will be explored.

The four outcomes are intended to work together. The following table describes how our service will meet these outcomes. Each outcome includes a number of measurable actions. These are not listed in any priority order and there is some intersectionality or overlap across them. (Please see below).

In the spirit of partnership, we have also included the Wales Public Bodies Equality Partnership's Strategic Equality Plan 2020-2024. This partnership represents a group of public bodies, such as Cardiff and Vale University Health Board, who are committed to working together to unite behind shared equality objectives. **(Please see Appendix 1 below)**

Strategic Equality Plan- Caring about Inclusion 2020-24

SEP Outcome	Objective	Actions Year 1- 4	Lead	Measures
<p><i>Alignment with 10 year strategy- Shaping our Future Wellbeing (SOFW), UHB Integrated Medium Term Plan <i>IMTP</i> 2019-2022, Well-being of Future Generations Act 2015 goals</i></p>				
<p>1. People are and feel respected this includes patients, carers and family members as well as staff and volunteers</p>	<p>To promote and support the Health Board as a great place to work for all</p>	<p>Identify and shape opportunities to engage with staff to understand their experience and respond to feedback to ensure all staff feel valued and involved, and ensure equality of opportunity is UHB wide starting with race in the first year and the development of an anti-racist strategy. (Year 1-4)</p>	<p>Executive Director of Workforce and Organisational Development Equality</p>	<p>Engagement feedback from staff survey engagement index score reported by demographic</p>

		<p>Continued participation in Stonewall's Workplace Equality Index whilst linking the Index to other protected characteristics (Year 1-4)</p> <p>Continued support for the Rainbow LGBT+ FFlag Network (Year 1-4)</p>	<p>Manager/ Assistant Director of OD HWOD's/ Clinical Board Directors</p>	<p>groupings where possible</p> <p>Year on year improvement in Workplace Equality Index ranking</p>
		<p>Achievement of Disability Confident Leader Status Level 3, partnership working with Project Search, the signing of the Working Forward Pledge and continuation our successful adherence to current Mindful Employer charter. (Year 1-4)</p>	<p>Equality Manager/Assi stant Director of OD</p>	<p>Moving from current level 2 to level 3 status.</p>

		The establishment of a BAME staff network or similar (Year 1-4)	Executive Director of Workforce and Organisational Development	Engagement feedback from staff sessions and organisational 'roundtable' approach
		Annually update the Strategy and Delivery Committee on our compliance with the Welsh Language Standards (Year 1-4)	Equality Manager	Annual Report
	To undertake engagement activities to communicate with stakeholders and obtain views on service delivery for all.	Gain feedback from stakeholders (and disseminate) through involvement in and attendance at partnership equality or related events and activities, including: Annual Minority Ethnic Communities (MEC) Health Fair (Year 1-4) Annual Carers' Events (Year 1-4)	Assistant Director of Patient Experience/ Assistant Director of OD/ Assistant Director of Planning/	Number of equalities issues raised/resolved from each event or activity

		Annual Volunteers Event (Year 1-4)	Equality Manager	
		Annual Pride event (Year 1-4) - Stakeholders Reference Group (Year 1-4) Annual third sector engagement (Year 1-4) Annual equality engagement event year to assess progress against the SEP (Years 1-4)	Assistant Director of Patient Experience/ Assistant Director of OD/ Assistant Director of Planning/ Equality Manager	Number of equalities issues raised/resolved from each event or activity

	To ensure that people are respected and free from abuse, harassment, bullying and violence	Disseminate race and other hate crime, abuse and harassment materials whilst making sure that reporting links are clear and well communicated (Year 1-2)	Director of Planning/ Head of Health and Safety/ Equality Manager/ Equality Champions	Number of issues reported/ resolved
		Raise awareness of race and hate crime, abuse and harassment in Violence and Aggression training (Year 1-4) Ensure safeguarding reporting mechanisms are present (Year 2-4)	Head of Health and Safety Executive Director Nursing	Number of training attendees Number of issues reported/ resolved
	To review all equality related training, support and development with a view to creating a more	Redesign, develop and roll out a programme of race related training Trans related training for all staff (Year 1-4) Continue Learning Disability Champion training (Year 1-4)	Assistant Director of OD/ Equality Manager/ Lead Nurse Surgery,	% staff who receive training

	inclusive workplace and more inclusive services		Urology, Ophthalmology & ENT	
		Provide additional materials and reference guides for all managers and supervisors (Year 1-2)	Equality Manager	% who are satisfied with induction training % of staff compliant with equality module

		Continue to support and develop the role of Equality and Welsh Language Champions within the organisation (Year 1-4)	Equality Manager/ Welsh Language Officer	Number of Equality Champions in the organisation
	To explore the use of positive action employment initiatives with regards to protected characteristics	Partnership development with Project Search providing internships for young people with learning disabilities to gain/increase job skills (Year 1) Working with Elite to increase workforce representation of people with learning disabilities and/or autism (Year 1-4) Apprenticeship opportunities are provided to 16+ year olds post education with no upper age limit or restriction on	Assistant Director of OD/Equality Manager Apprenticeship & Widening	Number of internships Number of apprenticeships

		any other protected characteristic such as race (Year 1-4)	Access Coordinator	
		Increase workforce representation in relation to all protected characteristics at all levels of organisation, including BAME, Disability, LGBT+, Age, through education and awareness. Support pregnant women and new parents at work (Year 1-4)	Deputy Director of Workforce/ Heads of Workforce/ Shared Services /Senior Medical Workforce Manager/ Bank Manager/ All Appointing Managers/	Workforce demographic changes

			Equality Manager	
	To promote person-centred services that respect people's human rights, and communication, spiritual and cultural needs	Support Clinical Boards to understand and implement Health and Care Standard 6.2 People's Rights (Year 1)	Assistant Director Patient Safety/ Equality Manager	Self-assessments completed (Health and Care Standards)
		Assess the Health Board's use and the effectiveness of the Wales Interpretation & Translation service (Year 1-4)	Executive Director of Nursing	% patient satisfaction

		Identify targeted interventions to ensure patients' communication, cultural and spiritual needs are assessed (Year 1-2)	Assistant Director of Patient Safety	<p>% whose communication needs are assessed</p> <p>% whose spiritual needs are assessed</p> <p>% whose cultural needs are assessed</p> <p>(Annual Health and Care Standards Audit</p>
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		Provide screening and educational sessions to meet the needs of patients with cultural, religious dietary requirements (Year 1-4)	Nutrition & Dietetics Manager	<p>% of patients who have undergone screening e.g. WASP</p> <p>% of patients who attend structured education sessions</p>
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<p>2. We communicate and engage with people in ways that meet their needs (whether this is through written communication, face to face, signage, Welsh or other community languages including British Sign Language)</p>	<p>To meet the All Wales standard for accessible communication and information for people with sensory e.g. large fonts, Plain English where BSL is first language</p>	<p>Develop and implement a Health Board wide action plan to meet the All Wales Standards for Accessible Information and Communication for People with Sensory Loss (Year 1-4)</p>	<p>Sensory Loss Task and Finish Group/ Clinical Boards/ Assistant Director of Patient Experience Assistant Director of Planning</p>	<p>% of frequently used information leaflets and letters which are in accessible format</p> <p>% of identified staff who require training</p> <p>Number of concerns raised about poor communication with persons with sensory loss</p> <p>% patients whose</p>
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				communication requirements are assessed Improvement reported in Community Health Council environmental audit
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	To comply with the Welsh Language Standards Framework	<p>Implement the Welsh Language Standards Framework including through the establishment and work of the ESWLSG (Year 1-4)</p> <p>Employee two Welsh Language translators to assist compliance with the Welsh Language Standards (Year 1)</p>	Deputy Chief Executive/Assistant Director of OD/ Welsh Language Officer	Annual Equality Report and Welsh Language Standards Report/More Than Just Words report
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	<p>To create environments accessible to people with sensory loss, stroke and dementia and which consider lighting, colour, contrast, signage, background noise etc</p>	<p>Building and Engineering Services Standards and Equality Impact Assessment checklist will help with comments around accessibility within different buildings is really important in terms of access to services. This includes accessible toilets, gender-neutral toilets, wide and automatic doors, large lifts, ramps that are both wide enough and not too steep etc. as well as comfort, signage, ease of navigation (Year 1-4)</p>	<p>Clinical Board Heads of Service/ Assistant Director of Planning/ Equality Manager</p>	<p>Number of issues reported/ resolved</p> <p>Improved satisfaction rates from people with sensory loss, stroke and dementia accessing our services areas with appropriate communication aids</p>
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	To meet legislative engagement responsibilities	Review our UHB guide to engagement and supporting toolkit, to ensure it appropriately highlights equalities and in particular that the needs of people with protected characteristics are taken into account when designing engagement and consultation (Year 1)	Head of Partnerships/ Equality Manager	Review completed and revisions made
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<p>3. More people receive care and access services that meet their individual requirements, including those from socio-economic communities</p>	<p>To support the implementation of the Integrated Medium Term Plan 2019-2022 including support for people with learning disabilities, trans people, people with mental health issues, Gypsies, Roma and Travellers, prisoners, the homeless and for asylum seekers and refugees</p>	<p>Engage with service users to ensure they are involved in service redesign, for example, people from BAME communities, people with learning disabilities, trans people, people with mental health issues, Gypsies, Roma and Travellers prisoners, the homeless, and asylum seekers and refugees (Year 1-4)</p>	<p>Clinical Boards</p>	<p>Number and quality of Equality and Health Impact Assessments (EHIA)</p>
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	To ensure that we have the necessary mechanisms in place to capture and monitor the protected characteristics data	Enter into data sharing arrangements where possible, so as to ensure that those who are identified by other services as being disadvantaged receive the appropriate support (Year 2-4)	Information Management & Technology/ Clinical Boards/Head of Information Governance and Assurance/ Equality Manager	All relevant protected characteristics data available for use
		Regularly review and monitor the data collected in order to ensure that it is collected and processed in a manner which enables us to make more informed decisions on how to improve the services we provide. (Year 1-4)	Chief Operating Officer/ Executive Director of WOD	Executive Performance review reports/Annual Quality Report

	To create a separate/combined Welsh Language and Equality & Health Impact Assessment (EHIA) process	Establish a combined/separate Welsh Language and Equality & Health Impact Assessment (EHIA) process (Year 1)	Equality Manager/ Head of Corporate Governance	New all-encompassing EHIAs completed and published
	To build equality considerations into the organisation's procurement and commissioning processes	Ensure that equality issues are addressed early on in the procurement process, which are relevant to the subject or performance of the contract. (Year 1-4)	Head of Purchasing E-Business & Capital Development	Number of tenders/ contracts complying with procurement equality guidance
4. Gender and any other protected characteristic pay Gaps are eliminated	To reduce any gender or other protected characteristic pay gap to promote equality and good practice	Meet the legislative requirements of the gender pay gap information regulations Through the development of an action plan(Year 1-4)	Deputy Workforce & OD Director / Equality Manager	Identify any trends and to formulate an action plan to address any unfair differentials that may emerge

Overview of how our objectives support each of the protected characteristics

Below is a summary of how each of our five objectives support each of the nine protected characteristics.

	Age	Disability	Gender Reassignment (Trans)	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion, belief or non-belief	Sex	Sexual Orientation
1.	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.	✓	✓	✓	✓	✓	✓	✓	✓	✓
3.	✓	✓	✓	✓	✓	✓	✓	✓	✓
4.	✓	✓	✓	✓	✓	✓	✓	✓	✓

Monitoring and review

We will monitor our progress against the objectives and supporting actions on an ongoing basis, which will lead to the publication of an annual report. The report will summarise our progress and any changes to our future work. Our Board is accountable for the equality objectives, with our staff being responsible for the delivery of the actions.

Feedback

We value feedback about our work, including the objectives and actions set out in this document, on an ongoing basis. If you would like to share any feedback or would like to discuss any aspect of our work, please contact:

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 Or
keithley.wilkinson@wales.nhs.uk



Cyngor Celfyddydau Cymru
Arts Council of Wales



Cyngor Cyllido Addysg
Uwch Cymru
Higher Education Funding
Council for Wales



GIG
CYMRU
NHS
WALES

Addysg a Gwella Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth GIG
Prifysgol Felindre
Velindre University
NHS Trust



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Caerdydd a'r Fro
Cardiff and Vale
University Health Board



Cyfoeth
Naturiol
Cymru
Natural
Resources
Wales



Comisiynydd y
Gymraeg
Welsh Language
Commissioner



Wales's Public Body Equality Partnership Strategic Equality Objectives 2020-2024

Foreword

The Public Sector Equality Duty (PSED) requires listed bodies to review their existing equality objectives at least every four years.

In line with recommendations from the Equality and Human Rights Commission (EHRC) and The Welsh Government, the duty represents an opportunity for public sector bodies in Wales to work together to recognise and collectively impact against the challenges set out in the Equality and Human Rights Commission ['Is Wales Fairer report, 2018'](#).

The Wales Public Bodies Equality Partnership represents a group of public bodies committed to working together to unite behind shared equality objectives. This approach promotes smarter working and creates opportunity for shared engagement, learning and intervention to achieve greater impact across the public sector and public services in Wales, contributing significantly to delivering equality.

Emma Tobutt,
Chair - Wales Public Bodies Equality Partnership

Shared Intent: 'A Fairer Society and a More Equal Wales'.

Wales Public Body Equality Partnership - Long Term Objectives

Shared long term objectives: we will work together to:	Contribution to Welsh Government long term aims (Currently these are draft)
1. Increase workforce diversity and Inclusion	Aim 1 - Elimination of inequality caused by poverty. Aim 2: Strong and progressive equality and human right protections for everyone in Wales. Aim 4- Wales is a world leader for gender equality. Aim 5: Elimination of identity-based abuse, harassment, hate crime and bullying. Aim 7 - Everyone in Wales is able to participate in political, public and everyday life. Aim 8 - The Welsh public sector leads the way as exemplar inclusive and diverse organisations and employers.
2. Eliminate pay gaps	Aim 1 - Elimination of inequality caused by poverty. Aim 2: Strong and progressive equality and human right protections for everyone in Wales. Aim 4- Wales is a world leader for gender equality. Aim 8 - The Welsh public sector leads the way as exemplar inclusive and diverse organisations and employers.
3. Engage with the community	Aim 1 - Elimination of inequality caused by poverty. Aim 2: Strong and progressive equality and human right protections for everyone in Wales. Aim 3 - The needs and rights of people who share protected characteristics are at the forefront of the design and delivery of all public services in Wales. Aim 4- Wales is a world leader for gender equality. Aim 5: Elimination of identity-based abuse, harassment, hate crime and bullying. Aim 6 - A Wales of cohesive communities that are resilient, fair and equal.

	<p>Aim 7 - Everyone in Wales is able to participate in political, public and everyday life.</p> <p>Aim 8 - The Welsh public sector leads the way as exemplar inclusive and diverse organisations and employers.</p>
<p>4. Ensure equality is embedded into the procurement / commissioning process and is managed throughout delivery</p>	<p>Aim 1 - Elimination of inequality caused by poverty.</p> <p>Aim 2: Strong and progressive equality and human right protections for everyone in Wales.</p> <p>Aim 4- Wales is a world leader for gender equality.</p> <p>Aim 5: Elimination of identity-based abuse, harassment, hate crime and bullying.</p> <p>Aim 8 - The Welsh public sector leads the way as exemplar inclusive and diverse organisations and employers.</p>
<p>5. Ensure service delivery reflects individual need</p>	<p>Aim 1 - Elimination of inequality caused by poverty.</p> <p>Aim 2: Strong and progressive equality and human right protections for everyone in Wales.</p> <p>Aim 3 - The needs and rights of people who share protected characteristics are at the forefront of the design and delivery of all public services in Wales.</p> <p>Aim 4- Wales is a world leader for gender equality.</p> <p>Aim 5: Elimination of identity-based abuse, harassment, hate crime and bullying.</p> <p>Aim 6 - A Wales of cohesive communities that are resilient, fair and equal.</p> <p>Aim 8 - The Welsh public sector leads the way as exemplar inclusive and diverse organisations and employers.</p>

Strategic Equality Plan - Outcomes and Outcome Measures

Shared Long Term Objective	Long Term Outcome	Intended Outcome By 2024	Outcome Measure	Steps That We Will Take To Meet The Intended Outcome
<p>1. Increase workforce diversity and inclusion</p>	<p>Our organisations will reflect a fair and inclusive environment, where all people feel valued and can have equal opportunities to fulfil their potential within their organisation.</p>	<p>By 2022, we will have aligned our own employment data reporting to match that of the Welsh Government in both format and reporting dates. By 2024 we will have evidence of how we reach out to minority groups and those living in poverty to gain employment with us.</p>	<p>Employment data Engagement profile data</p>	<p>Standardise data collection to enable benchmarking to ensure consistency of analysis and reporting of data. Remove barriers and enhance recruitment & selection policies, procedures and practices through the lens of equality. Ensure values & behaviours promote a fair, equal and inclusive environment throughout the organisation. Develop shared initiatives to target unrepresented groups to increase employability e.g, work experience, mentoring opportunities, apprenticeship, academy, and internships.</p>
<p>2. Eliminate pay gaps</p>	<p>Disclosure of information is part of organisational culture, staff understand why data is collected, ensuring that necessary</p>	<p>Accurate data across the public sector which provides analysis across protected characteristics.</p>	<p>Employment profile data Pay gap methodology and analysis.</p>	<p>Share and standardise systems for collating and analysing data across bodies, supporting staff to disclose information.</p>

	data is only collated (GDPR)		Professional Development opportunities Uptake of different work patterns at different levels.	Agree a standard methodology for defining and collating pay gaps, interpreting/ communicating. Standard rounding methodology. Share strategies for workforce planning. Join together to create workforce development opportunities. Joint management and leadership training (HR Group). Share practice on work patterns and ways of working.
3. Engage with the community.	Diverse communities throughout Wales will be actively engaged in our organisations' work. Strategies, policies, and decisions will be co-produced with diverse individuals. People's experiences and views will shape our organisations	By 2024 we will be able to demonstrate and evidence co-production of our strategies, policies, service changes and decisions	Engagement profile data. Consultation and engagement - protected characteristic data is produced/published, including supplementary evidence such as surveys, and case studies as appropriate	Offering shared events and engagement opportunities. Engage directly with diverse communities to enable representation at shared events We will explicitly identify contributions from our engagement and co-production in our strategies, policies and decisions. (you said-we did)
4. Ensure equality is embedded into the procurement / commissioni	Equality is embedded into procurement principles which are operational and evidenced.	Principles are in place with updated organisational policies. Procurement data will be in place and will evidence diversity of procurement.	Publish agreed procurement principles and procurement data	Agree a set of procurement principles for organisations to commit to. Revising organisational policies to reflect principles.

<p>ng process and is managed throughout delivery.</p>				<p>Work together to train and support staff to deliver the principles. Share practice.</p>
<p>5. Ensure service delivery reflects individual need.</p>	<p>People and shared good practice actively influences delivery of services to meet individual needs.</p>	<p>By 2024, we will be able to evidence operational systems and ways of working that ensure individual needs are understood and respected whilst accessing and receiving services. By 2024 we will have collaborative systems in place for co-producing. A framework for adopting and sharing good practice.</p>	<p>We will monitor and report complaints, concerns and feedback from people using our services to identify areas for improvement. Surveys Questionnaires Citizen Journeys Co-production evidence.</p>	<p>Share learning and examples of positive changes to services, demonstrating dignity, respect and understanding of communication and access needs. To have in place shared mechanism for co-production. To have in place a framework for recording examples of and sharing and adopting good practice. Offer collaborative awareness training around understanding service users.</p>

Application of the 5 Ways of Working - Well-being of Future Generations (Wales)

Ways of working	How this has been applied
 Prevention	The objectives have been informed through understanding inequality insight evidenced through 'Is Wales fairer' – The state of equality and human rights, the Equality and Human Rights Commissions review of the public sector equality duty, 2019 and information from our collective organisations. The consultation process included engagement with people from a range of diverse communities and backgrounds.
 Long term	The high-level objectives are recognised as long-term objectives that will exist beyond the four-year cycle of the SEP. Organisations uniting behind the objectives will achieve greater impact for future generations in enjoying a fairer society and more equal Wales
 Collaboration	Public Bodies will unite behind shared objectives and are committed to working together to meet the objectives. Partnership bodies have signed a 'memorandum of understanding' which outlines their commitment to collaborative working.
 Integration	The high-level objectives have been informed through insight, they align to Welsh Government long term equality aims and contribute to a more equal Wales (FGA) and a fairer society (Equality act, 2010). Application of the five ways of working has supported integration across duties. Each of the partnership bodies will integrate the shared objectives within their own strategy and planning.
 Involvement	Stakeholders and recipients of public services were involved in the development of the objectives. Through the delivery of the objectives the partnership has committed to engage with people and communities in the design of services that will ensure equality of outcome and services that meet people's needs.

