

Transforming the workforce for a healthier Wales

Our Strategic Equality Plan 2020-2024

Health Education and Improvement Wales



Foreword

We are delighted to publish our first Strategic Equality Plan and Objectives 2020-2024 which sets out our intended direction of travel over the next four years to strengthen our approach in advancing equality, eliminating discrimination and fostering good relations between those who share a protected characteristic and those who do not. Our plan relates to our role as an exemplar employer, as well as the way we provide our services.

Through a values-based approach, we aim to deliver our services which are safe, sustainable and offer an inclusive and nurturing working environment for all our staff. Within the suggested objectives, the words, 'culture', 'inclusion' and 'wellbeing' are used in their broadest terms to encompass considerations in relation to Welsh Language and socio-economic influences.

This plan is an evolving document and we will review in line with our Integrated Medium-Term Plan 2020-23 and quarterly plans/reporting. Our staff have been fully engaged in the development of this plan and its objectives, and this co-production has meant that our culture, values and behaviours are reflected within the document.

The responsibility for implementing the plan and objectives falls to us all and we expect conscious engagement from all of our HEIW family. While there will be a strong emphasis on what we do internally, we are committed to ensuring it is reflected in our external approach throughout our organisation and embedded through all of our functions.

We believe that creating a fair and inclusive Wales is the right thing to do. We will work together to achieve our objectives and create a fairer, more equitable and inclusive environment for all.



Ms Alex Howells, Chief Executive



Dr Chris Jones, CBE, Chairman

Contents

Who we are?

What do we want to achieve and how will we deliver our equality objectives?

The Policy Content

Introducing our Strategic Equality Objectives and Strategic Equality Plan

Our Equality Objectives

Appendix 1 Strategic Equality Action Plan 2020-2024

Who we are?

We are a growing team of over 400 people working across Wales, within the 11th organisation in the NHS Wales family, as a Special Health Authority. We were established on 1st October 2018 by bringing together three key organisations for health: Wales Deanery; NHS Wales's Workforce Education and Development Services (WEDS) and the Wales Centre for Pharmacy Professional Education (WCPPE).

Sitting alongside health boards and trusts, Health Education and Improvement Wales's (HEIW) purpose is, to provide NHS Wales with a single body to develop an integrated and comprehensive approach to the planning and development of the health workforce and health education and training in Wales. Ultimately, to deliver improvements to safety and quality, for patients, staff and the system.

Our culture and the way we do business is very important to us. We want our workforce to be happy, healthy and engaged and we prioritise wellbeing and inclusion within HEIW, in line with the draft 'A Healthier Wales – A Workforce Strategy for Health and Social Care' and underpinned by Compassionate Leadership Principles.

We created a national award-winning Values and Behaviours framework prior to the formal establishment of the new organisation. Our staff came together as a team to develop our values and behaviours framework, which set the expectation and culture of our new organisation.

Respect for all

Together as a team

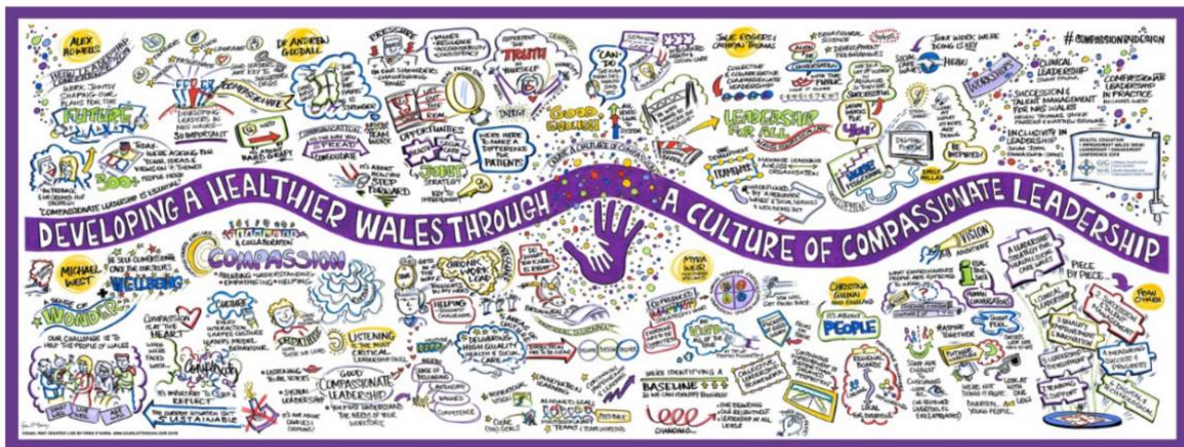
Ideas that improve

We are delighted that this work won the HPMA 2019 award in the colleague engagement category.



We are committed to having a diverse workforce reflective of the people and communities of Wales. We actively encourage staff engagement through a number of forums, networks and groups including: Staff Open Forums; Health and Wellbeing Networks, Culture, Inclusion, Diversity and Social Groups including a thriving Welsh speaking community.

We value individual uniqueness and diversity and believe that this helps us to deliver services that reflect the needs of everyone in our community. Through the way we carry out our business, our individual actions, practices, policies and procedures, we aim to be an accessible and inclusive employer underpinned by Compassionate Leadership at all levels.



To find out how you could join our team press [here](#).



What do we want to achieve and how will we deliver our equality objectives?

Through our guiding principles and behaviours, we are committed to delivering improvements against five key strategic equality objectives. These objectives have been developed collaboratively in partnership with a group of other public sector organisations (see page 10):

Objective 1 Increase workforce diversity and inclusion

We will by 2024 continue to promote the diversity of our people, both within our organisation and our wider health community, to ensure that we have a workforce of the future, which is reflective of the population of Wales. We will take positive action to increase representation of people from diverse identities, backgrounds and cultures and will be able to demonstrate and evidence how we have removed barriers for underrepresented groups, including those living in poverty, to access meaningful employment within the health field.

Objective 2 Addressing pay gaps

We will by 2024 take action to understand our pay gaps, and address and minimise the impact where possible, within the constraints of the national pay systems for the NHS in Wales. We will significantly improve the quality of the data we collect which will enhance our understanding and provide evidence to inform programmes to ameliorate issues identified.

Objective 3 Engage with the community

We will by 2024 have strengthened our collaborative work with our partners, stakeholders, and communities to improve equity in education, training, safety and quality of the services we provide both directly and indirectly for the people of Wales. We will be able to demonstrate this through our work with underrepresented groups in our NHS, education, careers and widening access communities.

Objective 4 Ensure equality is embedded into the way that we procure and commission services and goods

We will by 2024 ensure those from whom we commission services, reflect our strategic equality plan, values and behaviours in the way they conduct their business. We expect equality, inclusion, wellbeing and Welsh Language requirements to be embedded into their functions and will be able to evidence this.

Objective 5 Ensure service delivery reflects individual need

We will by 2024 be able to evidence how our collaborative work with communities and stakeholders has enabled us to shape and improve equity in education, training, safety and quality of services. Our 'offer', procedures and systems will be reflective of the different needs of our partners including staff, students, trainees and SAS Doctors.

We are committed to ensuring our strategic equality plan and objectives are delivered through compassionate leadership principles and behaviours. By December 2020, our directorates will be developing specific plans to support this strategic equality plan with implementation programmed into forward planning cycles and commencing January 2021.

Policy context

Along with our Public Sector Equality Duties as set out in [Equality Act 2010 \(Statutory Duties\) \(Wales\) Regulations 2011](#) there are a number of national strategies and policy drivers which have shaped our journey and development of our strategic objectives. These include:

[Wellbeing and Future Generations \(Wales\) Act 2015](#)

[A Healthier Wales \(2018\)](#)

[Is Wales Fairer? \(2018\)](#)

[A Healthier Wales, A Workforce Strategy for Health & Social Care \(Draft\)](#)

[Health and Social Care \(Quality and Engagement\) \(Wales\) Bill 2019](#)

[Welsh Governments Strategic Equality Plan 2020-2024](#)

[Socio-economic Duty Wales](#)

all of which set out to enable the transformational change required to deliver closer integration, a culture of continuous improvement, and a more equal, fair and healthier Wales; reflective of Welsh Government's Long- Term Equality Aims 2020-2024.

Public Sector Equality Duty -The General and Specific Duty

As a public body, we have a responsibility to ensure we consider how we can positively contribute to a fairer society through advancing equality and good relations between all in our day to day activities and the design of our policies and services.

When making decisions and delivering services, we must have due regard to:

- Eliminate discrimination, harassment, victimisation and other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not;
- Foster good relations between persons who share relevant protected characteristics and persons who do not.



When thinking about the specific duties which underpin the general duties, we will set out clear steps that we will take in order to demonstrate our actions in meeting and supporting increased performance of the general duty.

We will therefore ensure specific care is given to:

- Removing disadvantages suffered by persons who share a relevant protected characteristic and are connected to that characteristic;
- Meeting the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
- Encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

More information on the Public Sector Equality Duty please press [here](#).

When referring to the legal term 'protected characteristics' it is against the law to discriminate, harass and or victimise someone because of their:

- Age
- Disability
- Gender reassignment
- Pregnancy & maternity
- Marriage and civil partnership
- Race
- Religion or belief
- Sex
- Sexual orientation

At HEIW we also consider those who are Carers; whose first language is Welsh and those living in poverty when assessing the impacts of our work.

We have adopted an Integrated Equality Impact Assessment process. Through this approach we recognise and understand that individuals don't just have a single characteristic and that the interconnected nature of these multiple characteristics, referred to as [intersectionality](#), can combine to create unique modes of discrimination, barriers and experiences for people.



Consultation and engagement journey

Throughout October 2019 and January 2020, we engaged with service users including staff, patients and members of the public through a variety of internal and external mechanisms including focus groups; direct community engagement events and consultation events across Wales. These events and feedback helped shape the Public Body Equality Partnership's – of which we are a member (see page 10) - final set of objectives in March 2020.

Due to the crisis response required at the start of Covid-19 breakout, HEIW along with public sector partners received notice that PSED reporting deadlines had been extended by the Equality and Human Rights Commission from the 1st April 2020 to the 1st October 2020.

Our journey from March 2020 has seen unprecedented events taking place which have shaped our thoughts and renewed our understanding of entrenched inequalities in society. In July and August 2020, we undertook a fresh internal review of our commitments. With the purpose of checking relevance, opportunities to strengthen actions and gaps.

The feedback from these sessions reaffirmed that our five high-level objectives remain relevant and provided opportunities for us to strengthen our actions.



Introducing our Strategic Equality Objectives and Strategic Equality Plan

As a new organisation we set out on our journey with our first reporting date set for the 1st April 2020 leaving us 12 months to create our first 4-year Equality Plan. Following a period of initial research and engagement at national equalities events and networks, we set course with clear understanding of the recommendations made by ['Is Wales Fairer report, 2018'](#), in particular the recommendation for better joined up working across the public sector, as being critical to ensure value for money.

This understanding informed our decision early on, to work collaboratively with a number of public sector partners, to develop a suite of high-level strategic equality objectives. With the expectation that each partner will commit to working together to deliver shared objectives and clearly action their intent within their own organisation's Strategic Equality Plan and Objectives. This partnership is known as Wales's Public Body Equality Partnership.

We have set out below each strategic equality objective with some high-level actions that make up our strategic equality plan. Underneath each objective and list of actions, there is an overarching indicative measurement of how we intend to review our performance. To bring our strategic equality plan into reality, our directorates will ensure that they operationalise their supporting equality action plans to each strategic action, with clear reporting mechanisms in place to review, build and report upon progress, in line with our internal and external reporting requirements. This will ensure that we embed our strategic equality approach into all of the functions, both internally and externally facing. Directorate plans will be produced by the end of December 2020 with implementation required from January 2021.

Objective 1	Actions
<p>Increase workforce diversity and inclusion</p> <p>We will by 2024 continue to promote the diversity of our people, both within our organisation and our wider health community, to ensure that we have a workforce of the future, which is reflective of the population of Wales. We will take positive action to increase representation of people from diverse identities, backgrounds and cultures and will be able to demonstrate and evidence how we have removed barriers for underrepresented groups, including those living in poverty to access meaningful employment within the health field.</p>	<p>Promote a culture of inclusivity and compassion, reflective in our values and behaviours.</p> <p>Take an intersectional approach to understanding equality, diversity and inclusivity impacts when planning our work and services.</p> <p>Embed Integrated Equality Impact Assessment framework and governance throughout organisation.</p> <p>Build on the wellbeing opportunities for staff that supports their physical, emotional and digital wellbeing.</p> <p>Establish mechanisms for securing and measuring clear evidence of organisational impact on workforce diversity and inclusion.</p>

	<p>Develop a systemic approach to building a framework and program of continuous work to address unconscious bias in the workplace.</p> <p>As an exemplar employer, review our local recruitment & selection processes, procedures and practices to attract individuals from diverse backgrounds, cultures and identities.</p> <p>Develop clear workforce and training initiatives and programmes that can reach out to service users and the community (including unrepresented groups). Such as mentoring and reverse-mentoring programmes, apprenticeships, internships and graduate schemes.</p> <p>Ensure that our careers and widening access programmes support our objective to increase workforce diversity and inclusion.</p> <p>Develop, deliver and evaluate learning and development programmes which raise awareness of equality, inclusion, well-being and Welsh Language within our workforce and for our Board.</p>
<p>Measurement Indicator</p>	
<p>Promote HEIW as an exemplar employer with external accreditation/recognition with Stonewall Workplace Equality Index, Disability Confident, Time to Change, Achieve Great Places to Work accreditation; Staff Survey results; Annual Pay Report; increased representation from under-represented groups</p>	

<p>Objective 2</p>	<p>Actions</p>
<p>Addressing pay gaps</p> <p>We will by 2024 take action to understand our pay gaps, and address and minimise the impact where possible and within the constraints of the national pay systems for the NHS in wales. We will significantly improve the quality of the data we collect which will enhance our</p>	<p>HEIW staff pay is almost entirely governed by national All-Wales contracts, with pay awards set annually by Welsh Ministers.</p> <p>Within this context, we will strive to promote a working environment where our pay gaps are understood, and we</p>

<p>understanding and provide evidence to inform programmes to ameliorate issues identified.</p>	<p>look for opportunities to ameliorate differences and barriers where possible.</p> <p>Pay can be an influencer on individuals' perception of value and therefore we will take action to mitigate gaps, where it is in our gift to do so, thereby ensuring wellbeing and inclusion is at the heart of our culture.</p> <p>We will raise awareness of the importance of staff completing data on the electronic staff record to support better analysis and action.</p> <p>We will promote wider participation and access to education, training and careers for individuals from underrepresented groups, to help break through the pay and progression barriers and address inequalities in the wider system.</p> <p>Create opportunities for leadership and graduate schemes to be co-produced, to foster confidence of inclusivity rather than tokenism, and to support progression (including pay) of under-represented groups.</p>
---	--

Measurement Indicator

We will analyse and monitor our progression internally in relation to this objective, including against our Annual Pay Gap Report.

We will undertake surveys, evaluation and reviews of programmes aimed at addressing the external environment. This could include collating data on uptake of professional development opportunities and different work patterns at different levels.

<p>Objective 3</p> <p>Engage with the community</p> <p>We will by 2024 have strengthened our collaborative work with our partners, stakeholders, and communities to improve equity in education, training, safety and quality of the services we provide both directly and indirectly for the people of Wales. We will be able to</p>	<p>Actions</p> <p>Create and maintain effective networks of service users, partners and third sector organisation.</p> <p>Develop and use a variety of tools to support community engagement including networks, platforms, forums,</p>
--	--

<p>demonstrate this through our work with underrepresented groups in our NHS, education, careers and widening access communities.</p>	<p>think tanks, contract reviews, pulse surveys etc.</p> <p>Embed engagement and consultation into initial workforce planning process and throughout.</p> <p>Ensure our digital learning platforms, materials and communication methods are developed with equality, diversity and accessibility at the forefront of planning, delivery and governance.</p> <p>Use our community engagement methods and approaches to help shape our careers and widening access programmes and 'offers'; ensure active service user involvement in co-production, shaping and monitoring.</p> <p>Develop and deliver an annual learning programme celebrating service user engagement and how service user diversity and inclusion has assisted with address inequalities in health and improved practice.</p>
---	---

<p>Measurement Indicator</p>	
<p>Produce evidence of engagement with our community (including explicit contributions from underrepresented groups),</p> <p>Evaluate our strategies, policies, decisions and practice using the 'You said - We did' approach.</p> <p>[to follow: define education outcomes data to be collated]</p>	

<p>Objective 4</p>	<p>Actions</p>
<p>Ensure equality is embedded into the way that we procure and commission services and goods.</p> <p>We will by 2024 ensure those from whom we commission services, reflect our strategic equality plan, values and behaviours in the way they conduct their business. We expect equality, inclusion, wellbeing and Welsh Language</p>	<p>Embed equality, inclusion, wellbeing and Welsh Language requirements into our procurement and commissioning processes.</p> <p>Share good practice across the organisation in commissioning process and practices where equality, inclusion,</p>

requirements to be embedded into their functions and will be able to evidence this.

wellbeing and Welsh Language has played a central role.

Create clear and timely mechanisms for service users to share their experience of services and goods that we procure and commission. Use the feedback to positively influence and shape future procurement and commissioning activity.

Capture data and evidence on service user engagement.

Develop and deliver procurement learning and development programmes which raise awareness of the importance of equality, inclusion, well-being and Welsh Language within this activity.

Collate evidence and measures of direct input and impact on service users including for example underrepresented groups staff, students, trainees and SAS Doctors.

Measurement Indicator

Clear evidence of input and influence of service users

Procurement and commissioning activity is compliant with the expectations laid out and helping to deliver our strategic equality aims

Service user surveys support our internal assessments and evaluations

Objective 5	Actions
<p>Ensure service delivery reflects individual need</p> <p>We will by 2024 be able to evidence how our collaborative work with communities and stakeholders has enabled us to shape and improve equity in education, training, safety and quality of services. Our 'offer', procedures and systems will be reflective of the different needs of our partners including staff, students, trainees and SAS Doctors.</p> <p>We are committed to ensuring our strategic equality plan and objectives are delivered through compassionate leadership principles and behaviours. By December 2020, our directorates will be developing specific plans to support this strategic equality plan with implementation programmed into forward planning cycles and commencing January 2021.</p>	<p>Develop effective means of sharing good practice and learning across the organisation, that promotes a culture of continuous improvement to practice, addressing inequalities in service delivery, as a result of identification of being a member or ally of underrepresented groups and communities.</p> <p>Produce clear and effective means of engaging services users from underrepresented groups, with clear evidence and measure of direct input and impact for all service users including patients, staff, medical and non-medical) students, trainees and SAS Doctors.</p> <p>Undertake research and engagement to identify the need for and develop targeted initiatives to widen participation and access to education, training and careers for individuals from underrepresented groups. Ensure active service user involvement in co-production, shaping and monitoring. This could include exploration of e.g. bespoke support to individuals from BAME background to break through recruitment barriers and/or opportunities.</p> <p>Create opportunities to implement programmes of work that directly address Differential Attainment across our staff, students and trainees. With clear evidence and measures of direct input and impact on service users including patients, staff, students, trainees and SAS Doctors.</p> <p>Develop, deliver and evaluate learning and development programmes which raise awareness of equality, inclusion, well-being and Welsh Language</p>

	<p>Use the organisation's networks (see objective 1) to ensure service users from under-represented groups are actively consulted in development of new initiatives.</p> <p>Organise opportunities for the Board to engage directly with service users, individuals and under-represented groups.</p> <p>Develop and deliver an annual learning programme celebrating service user engagement and how service user diversity and inclusion has assisted with address inequalities in health and social care and improving practice.</p>
<p>Measurement Indicator</p>	
<p>Evaluate workplace culture through external evaluators such as Great Places to Work [to follow: define differential attainment targets & targeted outcomes data to be collated]</p>	

Appendix 1 – Strategic Equality Action Plan 2020 - 2024

Year 1 Actions

1. Promote a culture of inclusivity and compassion, reflective of our values and behaviours
2. Embed Compassionate Leadership Principles and Behaviours into everything we do
3. Create opportunities to implement programmes of work that directly address Differential Attainment across our staff, students and trainees. With clear evidence and measures of direct input and impact on service users including patients, staff, (medical and non-medical) students, trainees and SAS Doctors
4. Create clear and timely mechanisms for service users to share their experiences and positively influence change, for example networks, platforms, forums, think tanks, contract reviews, pulse surveys
5. Take an intersectional approach to understanding equality, diversity and inclusivity impacts when planning our work and services
6. Ensure our digital learning platforms, materials and communication methods are developed with equality, diversity and accessibility at the forefront of planning, delivery and governance
7. Build on the wellbeing opportunities for staff that supports their physical, emotional and digital wellbeing
8. Clear evidence and measure of direct input and impact on service users including patients, staff, (medical and non-medical), students', trainees and SAS Doctors
9. Develop mechanisms for delivering 1st whole organisation annual learning programme, celebrating diversity and the opportunities that challenges offer us to grow in our journey for full inclusion
10. Develop, deliver and evaluate learning and development programmes which raise awareness of equality, inclusion, well-being and Welsh Language
11. Work to widen participation and access to education, training and careers for individuals from underrepresented groups. Creating opportunities throughout for active service user involvement in co-production, shaping and monitoring
12. Create opportunities for leadership and graduate schemes to be co-produced to foster confidence of inclusivity rather than tokenism

13. As an exemplar employer, review our recruitment & selection processes, procedures and practices to attract individuals from diverse backgrounds, cultures and identities
14. Deliver on accreditation pledges: Stonewall, Time to Change, Disability Confident

Year 2 Actions

15. Implement systemic framework and approach to address unconscious bias in the workplace, through a variety of blended methods including digital and face to face webinars, talks, training including recruitment and selection, leadership
16. Develop and deliver an annual learning programme celebrating service user engagement and how service user diversity and inclusion, has assisted with addressing inequalities in health for underrepresented groups and communities
17. Review and deliver annual learning and development programmes which raise awareness of equality, inclusion, well-being and Welsh Language
18. Evaluate workplace culture through external accreditation, such as Great Places to Work

Year 3 Actions

19. Nurture, create and review to maintain a safe environment where people are valued for their differences and in which the Welsh Language can flourish
20. Evaluate a systemic framework and approach to address unconscious bias in the workplace
21. Evaluate and deliver annual learning programmes celebrating diversity and the opportunities that challenges offer us to grow in our journey for full inclusion
22. Review and deliver co-produced annual learning programmes celebrating service user engagement and how service user's diversity and inclusion has assisted with addressing inequalities in health and social care for underrepresented groups and communities
23. Review and deliver annual learning and development programmes which raise awareness of equality, inclusion, well-being and Welsh Language

Year 4 Actions

Commence next cycle of strategic equality planning ready for publication

Review of achievements against milestones



We would like to thank you for taking the time to read about our Strategic Equality Objectives and Plan.

We welcome all comments or questions on all aspects of this strategy and plan.

Accessible Formats

If you require this publication in printed or alternative formats (large print Braille, audio, BSL and/or languages) please contact us using the details below.

How to contact us

Address: Health Education and Improvement Wales, Ty Dysgu, Cefn Coed, Nantgarw CF15 7QQ

Telephone: 03300 585005

Website: <https://heiw.nhs.wales>

Twitter: @HEIW_NHS

Facebook: <https://www.facebook.com/HEIW.NHS/>

Email: heiw.people@wales.nhs.uk