

**Equality Objective 1:** Develop the way we work together with health and social care boards and bodies in Wales

Action	Strategic Owner	Llais Lead	Outcome
National Collaboration Register	Regional Director responsible for EDI	EDI Lead and Head of Insights and Engagement	One 'true' source that is accessible for anyone to ensure we are better connected.
Introduce Integrated Impact Assessments	Regional Director responsible for EDI	EDI Programme Lead	Our decision-making is fair, our services are accessible, and we are using a range of evidence to support our work.

**Equality Objective 02:** By 2028, we will review our policies, practices, and approaches to make sure that our policies and approaches are fair, equitable, and accessible workplace.

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<p>Design and/or procure unconscious bias and cultural competency/cultural sensitivity training for our people.</p>	<p>Director of People and Organisational Development</p>	<p>L&amp;D/HR with support of EDI Lead and wider teams.</p>	<p>Our people have the skills and knowledge to perform their roles effectively and feel confident in helping a wide range of people.</p>
<p>Increase our 'Welsh Language first thinking'</p>	<p>Regional Director with Advocacy responsibility</p>	<p>EDI Lead and Welsh Translation Lead with support of working group.</p>	<ul style="list-style-type: none"> <li>•Our people feel able to communicate with us and each other in Welsh and are supported to learn new skills.</li> <li>•Training records show an increase in Welsh language skills for our staff.</li> <li>•Feedback from our translation team and the Welsh Language Commissioner tells us that our staff are following the correct processes.</li> </ul>

**Equality Objective 03:** Establish a 'One Llais' culture that is inclusive in all regions, one that promotes equity a

Action	Strategic Owner	Llais Lead	Outcome
Create internal networks for staff and volunteers	Strategic Director of Organisational Strategy and Engagement	EDI Programme Lead	<ul style="list-style-type: none"> <li>• Our people have a safe spaces to share their experiences, raise their views, learn from each other, and engage with equity, diversity, and inclusion.</li> <li>• Internal networks show an increase in engagement and members are visible champions for EDI.</li> </ul>

<p>Define what we mean by a zero-tolerance approach to discrimination, prejudice, bullying, and harassment and how this will be embedded.</p>	<p>All of Tim Arwain</p>	<p>EDI Programme Lead</p>	<ul style="list-style-type: none"> <li>• A zero-tolerance statement has been published on our internal and external sites, making our values and standards of behaviour clear.</li> <li>• Our people and the public know what to expect from us and how we will act on allegations and complaints.</li> <li>• Our people and the public know what we expect from them and how we will act on inappropriate or abusive behaviours from them.</li> </ul>
<p>Celebrate difference and promote inclusion by raising awareness through campaigns.</p>	<p>Strategic Director of Organisational Strategy and Engagement</p>	<p>National Comms &amp; Engagement with support of EDI Lead, regional leads and working groups</p>	<ul style="list-style-type: none"> <li>• We are showing our support and celebrating difference both internally and externally.</li> <li>• Our people and the public feel 'seen' and included in our campaigns.</li> </ul>

<p>Establish national newsletter(s)</p>	<p>Strategic Director of Organisational Strategy and Engagement</p>	<p>National Comms &amp; Engagement with support of EDI Lead, regional leads and working groups</p>	<ul style="list-style-type: none"> <li>•Our staff are able to have regular updates, share good practice and champion their regions.</li> <li>•Our volunteers feel included, recognising their contributions and improve culture.</li> <li>•Our partners and the public are able to see the good work we are doing, creating opportunities for shared learning, feedback and joint-working.</li> </ul>
<p>Consider how we recruit and retain people from diverse backgrounds</p>	<p>Strategic Director of Operations and Corporate Services</p>	<p>Director of People and Organisational Development</p>	<ul style="list-style-type: none"> <li>• Our workforce will be more representative.</li> <li>•Our aim is to address the sex/gender imbalance in certain roles.</li> </ul>

Event checklist	Strategic Director of Organisational Strategy and Engagement and Regional Director with EDI responsibility	EDI Lead	<ul style="list-style-type: none"> <li>• Our people are clear on how to ensure our events are accessible and inclusive.</li> <li>• Our stakeholders feel comfortable and feedback on our events demonstrates that we are considering the impacts on those with different needs.</li> </ul>
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**Equality Objective 04:** Redesign how we capture and use the data that we hold about our people and our services, encouraging new ways of working that improve equity of opportunity for all.

Action	Strategic Owner	Llais Lead	Outcome
Review how we capture data across the organisation	Regional Director with EDI responsibility.	EDI Lead, Head of Insights and Engagement, RD for EDI , RD for Volunteers RD for Advocacy	<ul style="list-style-type: none"> <li>• Processes and practices are right and information captured is being utilised to inform our work and priorities.</li> </ul>

<p>Redesign equality monitoring forms for internal and external use</p>	<p>Regional Director with EDI responsibility.</p>	<p>EDI Lead, Head of Insights and Engagement, RD for EDI, RD for Volunteers RD for Advocacy</p>	<ul style="list-style-type: none"> <li>• A form that is fit for purpose and captures what we need it to, to inform our work and priorities.</li> <li>• A form that distinguishes between prefer not to say and undisclosed information.</li> <li>• Utilise the information captured to show what the impacts of capturing it are for our people and external stakeholders/the public.</li> </ul>
<p>Promote our services in a range of ways</p>	<p>All Regional Directors</p>	<p>Deputy Regional Directors and their teams.</p>	<ul style="list-style-type: none"> <li>• People know who we are, how we can help them and how they can communicate with us in a way that suits them.</li> <li>• Our reach is extending to a more diverse range of people.</li> </ul>

<p>Increase Welsh language resources for our service users and our people.</p>	<p>Regional Director with Advocacy responsibility</p>	<p>EDI Lead, Welsh Translation Lead and Gwrp Gweithgor Iaith Gymraeg</p>	<ul style="list-style-type: none"><li>• Our commitment our responsibilities is demonstrable.</li><li>• Our information and services are accessible to those who want to communicate with us in Welsh.</li></ul>
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<p>Key publications available in a range of languages including British Sign Language and Easy Read formats.</p>	<p>Strategic Director of Organisational Strategy and Engagement</p>	<p>National and Regional Communications teams.</p>	<ul style="list-style-type: none"><li>• There is less 'burden' on the service user to request accessible information from us.</li><li>• We are actively demonstrating good practice to others within the sector.</li><li>• Trust can be built with people who are able to easily access our publications in line with our Strategic Plan.</li></ul>
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es to help create a more connected health and social care service.

How	Target Date	Duty/Responsibility
<ul style="list-style-type: none"> <li>• Collate contact lists across the regions, splitting into area and sector.</li> <li>• Updating and cross-checking information gathered at events/engagement.</li> <li>• Annual review of information to check if up-to-date.</li> </ul>	Q4 2024	Best practice
<ul style="list-style-type: none"> <li>• Review and update IIA documentation to include updated duties.</li> <li>• Develop IIA toolkit so our people have clear guidance.</li> <li>• Provide refresher training for all staff.</li> <li>• Upload exemplar documents to SharePoint for people to refer to.</li> </ul>	Q4 2025	Public Sector Equality Duty

people, now and in the future, are given the right support and tools they need to succeed in a fair

How	Target Date	Duty/Responsibility
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<ul style="list-style-type: none"> <li>•Review existing NHS modules</li> <li>•Consider designing our own Llais modules utilising expert advice</li> <li>•Procure external training where required.</li> <li>•Develop training schedule for mandatory modules.</li> <li>•Create 'Lexicon' of terminology</li> </ul>	<p>Q4 2024</p>	<p>Anti-racist Wales Action Plan Equality Act 2010 LGBTQ+ Action Plan</p>
<ul style="list-style-type: none"> <li>•Review our translation processes and provide clear guidance.</li> <li>•Introduce small changes to the way we work to encourage learning e.g., bilingual programmes, agendas etc.</li> <li>•Create a dedicated Welsh Language information and resource area on SharePoint.</li> <li>•Develop Welsh language action plan</li> <li>•Utilising the Welsh Language working group to raise good practice and challenges beyond the Welsh Language Standards.</li> <li>•Consider technology available on our website.</li> </ul>	<p>Immediate and ongoing</p>	<p>The Welsh Language (Wales) Measure 2011 Welsh Language Standards 2016</p>

nd empowers a representative workforce.

How	Target Date	Duty/Responsibility
<ul style="list-style-type: none"> <li>•Continue developing established Gwrp Gweithgor Iaith Gymraeg and Llais Pawb.</li> <li>•Engage with our people to identify gaps or spaces they may require.</li> </ul>	<p>Immediate and ongoing</p>	<p>Anti-racist Wales Action Plan            Equality Act 2010            LGBTQ+ Action Plan            Public Sector Equality Duty</p>

<ul style="list-style-type: none"> <li>• Work together to define what a Llais zero-tolerance approach looks like.</li> <li>• Produce a clear process which details what steps will be taken for individuals who are displaying any of the behaviours listed.</li> <li>• Review any related policies to ensure links to statement are included.</li> <li>• Make sure that our people and the public know how to raise concerns and our processes are transparent and accessible.</li> <li>• Ensure the statement is publically available and on our own internal sites in a visible location.</li> <li>• Communicate this message to our people on a regular basis encouraging them to upstand and raise concerns.</li> </ul>	<p>Q4 2024</p>	<p>Anti-racist Wales Action Plan          Equality Act 2010          LGBTQ+ Action Plan          Public Sector Equality Duty</p>
<ul style="list-style-type: none"> <li>• An inclusion calendar has been created detailing which events/campaigns will be focused and how e.g., internal/external, links to resources, training etc.</li> <li>• Network members have the opportunity to feed into campaigns and raise further awareness within their regions.</li> </ul>	<p>Q4 2024</p>	<p>Anti-racist Wales Action Plan          Equality Act 2010          LGBTQ+ Action Plan          Public Sector Equality Duty</p>

<ul style="list-style-type: none"> <li>• National internal staff newsletter established by Q2 2024 where anyone can contribute good practice, positive stories and updates.</li> <li>• Volunteer newsletter established and promoted across the volunteer base in all regions.</li> <li>• External newsletter established and communicated across national stakeholder list/promoted via comms channels.</li> </ul>	<p>Q2 2024-Q2 2025</p>	<p>Anti-racist Wales Action Plan          Equality Act 2010          LGBTQ+ Action Plan          Public Sector Equality Duty</p>
<ul style="list-style-type: none"> <li>• Work with experts to review our current recruitment practices e.g., where we advertise, how we advertise, which agencies we use for temporary staff.</li> <li>• Work with different partners and groups to see how we can attract different people to our organisation e.g., consider barriers (real and perceived), stereotypes etc.</li> <li>• Review and streamline our job descriptions/application forms ensuring maximum accessibility.</li> </ul>	<p>Q3 2027</p>	<p>Anti-racist Wales Action Plan          Equality Act 2010          Gender Pay Gap          LGBTQ+ Action Plan          Public Sector Equality Duty</p>

<ul style="list-style-type: none"> <li>• Design an event checklist as part of Integrated Impact Assessment Toolkit that encourages staff to think about considerations needed for their events.</li> </ul>	<p>Q2 2024</p>	<p>Anti-racist Wales Action Plan          Equality Act 2010          LGBTQ+ Action Plan          Public Sector Equality Duty</p>
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ice users by 2027, to find gaps (in what we know and who we are speaking to) and develop our

<b>How</b>	<b>Target Date</b>	<b>Duty/Responsibility</b>
<ul style="list-style-type: none"> <li>• Review what we currently capture and where that information goes/how we use it.</li> <li>• Consider any processes or practices that may need to be developed as a result of those findings.</li> <li>• Look at digital/paper-based options and how this may be influenced by location, age etc.</li> <li>• Review confidentiality, anonymity and locality of when, where and how we are capturing information.</li> </ul>	<p>Q4 2024</p>	<p>Anti-racist Wales Action Plan          Equality Act 2010          LGBTQ+ Action Plan          Public Sector Equality Duty</p>

<ul style="list-style-type: none"> <li>• Redesign all equality monitoring forms, ensuring they align with the census and incorporate good practice.</li> <li>• Consider what equality questions we are asking, why we are asking them, and how we are using that information.</li> <li>• Develop a process/mechanism to show the impact of capturing this information.</li> </ul>	<p>Q1 2025</p>	<p>Anti-racist Wales Action Plan          Equality Act 2010          LGBTQ+ Action Plan          Public Sector Equality Duty</p>
<ul style="list-style-type: none"> <li>• Promote Llais via different mediums e.g., online, paper-based material etc. considering locality and rurality.</li> <li>• Encourage word-of-mouth/recommendations via community leaders/community groups by building trusted relationships.</li> </ul>	<p>Immediate &amp;          Ongoing</p>	<p>Anti-racist Wales Action Plan          Equality Act 2010          LGBTQ+ Action Plan          Public Sector Equality Duty</p>



<ul style="list-style-type: none"> <li>• Increasing our internal bilingual publications.</li> <li>• All external publications will be bilingual</li> <li>• Continued adherence to the WLS.</li> <li>• Dedicated Welsh Language area of SharePoint</li> <li>• Bilingual programmes and translation (where able) at events.</li> <li>• Continued use of our bilingual Comms channels.</li> <li>• Utilising shared services and external translation services where required.</li> </ul>	<p>Q4 2024</p>	<p>The Welsh Language (Wales) Measure 2011 Welsh Language Standards 2016</p>
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<ul style="list-style-type: none"> <li>• Trained staff are encouraged to use their skills to create EasyRead documentation, checking with external partners for guidance.</li> <li>• Procurement of BSL translation for publications.</li> <li>• Alternative forms of media are used to encourage different ways of accessing our information e.g., videos with subtitles, infographics etc.</li> <li>• Procurement of translation services for most common languages so key documents are available as standard.</li> </ul>	<p>Q4 2024</p>	<p>Anti-racist Wales Action Plan          Equality Act 2010          LGBTQ+ Action Plan          Public Sector Equality Duty</p>
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