

**Appendix A: Swansea Bay University Health Board**  
**Anti-Racist Wales Workforce Action Plan**  
**September 2022**

<b>Goal</b>	<b>Actions</b>	<b>Impact</b>	<b>Lead</b>	<b>Target Date</b>	<b>Output and progress</b>
1. SBUHB will be anti-racist, and will not accept any form of discrimination or inequality for employees and service users.	<p>Develop anti-racism action plan for employment as a specific part of the wider approach to equality, inclusion and diversity. Progress will be monitored and reported via IMTP and Annual Plan, and the Joint Executive Team process with Welsh Government.</p> <p>Gather written commitment/ video messages from CEO and other senior leaders endorsing support and commitment around anti-racism not only around staff but also access to services etc</p>	<p>Implementation of anti-racism action plan will reduce people's experience of racism during recruitment, career progression and whilst working.</p> <p>Visible evidence of development in the behaviours exhibited by Board members/Service Group Triumvirates.</p>	<p>Director of Workforce and OD</p> <p>Director of Workforce and OD/ Director of Insight, Comms &amp; Engagement</p>	<p>Dec 2022</p> <p>From Dec 2022 for Board Members</p>	<p><b>Action plan to be monitored six monthly via Equality Strategy Group (yet to be established by DICE) and Management Board and annually by WOD Committee, Board and Welsh Government for appropriateness, good practice and impact as well as minimal compliance with the Equality Act 2010</b></p> <p><b>Evidence of attendance, participation and improved understanding and behaviour of Board</b></p>

	All Board members and Service Group Triumvirates to undertake an anti-racist education programme and implement and report progress against personal objectives to meet vision of an anti-racist Wales.	Visible change, where required, in decision making, evidencing that anti-racism, equality, diversity and inclusion have been considered and acted upon. Visible and transparent allies and leadership providing confidence to workforce and service users that any forms of structural racism is being proactively addressed.	Director of Workforce and OD / Director of Corporate Governance	Date TBA for Service Groups Triumvirates	<b>members where required. Report detailing personal objectives and progress against objectives to be shared with Remuneration Committee</b>
2. Staff will work in safe, inclusive environments, built on good anti-racist leadership and allyship, supported to	Require anti-racist leadership at all levels and report demonstrable progress in driving anti-racism at all levels by: <ul style="list-style-type: none"> <li>- appointing Executive Equality Champions</li> </ul>	More visible representation and allies at all levels, clear leadership pipeline for Black, Asian and Minority Ethnic staff and thriving networks supporting and acting as a critical friend	CEO/Chair/ Director of Workforce and OD	Sept 2023	<b>Appointment to roles. Pipeline Plans and local plans implemented to support Ethnic Minority Networks reporting internally via Management Board</b>

<p>reach their full potential, and ethnic minority staff and allies, both empowered to identify and address racist practice.</p>	<p>and Cultural Ambassadors;</p> <ul style="list-style-type: none"> <li>- implementing a leadership and progression pipeline plan for Black, Asian and Minority Ethnic staff;</li> <li>- providing Ethnic Minority Networks appropriate levels of resource and access to the Board.</li> </ul>	<p>to Management Board as well as the Board. More effective mechanism to address gaps in attainment.</p>			<p><b>and WOD Committee and externally via IMTP and annual plan, and specifically recognised in Health Education and Improvement Wales (HEIW) annual planning processes.</b></p>
	<p>Ensure anti-racism is embedded into ‘the Big Conversations’ and Quality Improvement work streams and action plans.</p> <p>Work with HEIW and other NHS organisations to co-design anti-racist education programmes with Black, Asian and Minority Ethnic people. This will include setting a requirement for all NHS Staff, NHS Volunteers</p>	<p>Based on the lived experience of staff which will form part of ‘the Big Conversation’.</p> <p>Consistent, fit for purpose educational intervention offered to all staff, students and volunteers. Visible mandated education providing confidence to workforce that organisation is</p>	<p>Assistant Director Workforce &amp; OD / Executive Director of Nursing</p> <p>Director Workforce &amp; OD / ADWOD</p>	<p>From Oct 2022</p> <p>Dec 2023</p>	

	<p>and students to complete redesigned anti-racist education programmes.</p> <p>SBUHB to commit involvement in Academi Wales Aspiring Board Members Programme, ensuring education, mentoring and support to participants who will be from a Black, Asian and minority ethnic background.</p>	<p>serious about anti-racist principles.</p> <p>Visible evidence of development and change in the exhibited behaviours of those who have participated in education programme eg. Staff more confident to be allies and call out racism. Staff more confident in complaining about racist incidence by colleagues and public</p> <p>Increase in number of people from Black, Asian and minority ethnic background who are able to evidence more effectively their ability to undertake the role of a non-executive member.</p> <p>Increased ethnic diversity on Boards “building a robust pipeline” of future Black, Asian and Minority Ethnic Board Members</p>	<p>Director Workforce &amp; OD / Director Corporate Governance</p>	<p>From Dec 2022</p>	
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	<p>Ensure that SBUHBs commitment to be a values and behaviours driven, anti-racist organisation is embedded into key messages at induction.</p> <p>Coaching and Mentoring will be available for staff and will be an integral part of our talent pathways and coaching and mentoring strategy. This will include mutual mentoring with a focus on lived experience.</p> <p>Ensure all leadership and management training is anti-racist and where appropriate includes messages of how to manage/ lead in an anti-racist way.</p> <p>Ensure that talent schemes are designed to attract applicants from ethnic minority communities. This will include the implementation of our new Talent Management</p>	<p>Visible mandated education providing confidence to workforce that organisation is serious about anti-racist principles and behaviours</p> <p>Staff are supported to access coaching and mentoring support as required, and bespoke to their personal goal and development.</p> <p>Visible anti-racist leadership and management development that reinforces messages and behaviours at every opportunity.</p> <p>Ethnic minority staff will experience outcomes comparable with non-ethnic minority colleagues, when working for SBUHB.</p>	<p>Director Workforce &amp; OD</p>	<p>From Dec 2022</p>	
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	Strategies aimed at internal staff development ie Talent Gateway, Tiers 1-3 Talent and succession programme. This action will cover internal programmes and external recruitment to schemes.				
3. Data in relation to race, ethnicity and intersectional disadvantage will be routinely collated, shared and used transparently, to level inequalities and provide assurance that the NHS Wales is an anti-racist and safe environment for staff	Improve workforce data quality and prepare for the introduction of WG Workforce Race Equality Standard (WRES)	High quality workforce data, underpinned by a culture where staff can be safe, and confident to provide ethnicity data and speak up against racist discrimination and practice	Director Workforce & OD / Associate Head of Workforce	Sept 2023	