



**EQUALITY, DIVERSITY  
AND INCLUSION**  
at The Christie



**The Christie**  
NHS Foundation Trust

# **Equality, Diversity and Inclusion Delivery Plan**

## **July 2023 – October 2024**

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## Foreword

We are dedicated to promoting and embedding the equality agenda in every aspect of the work we do, for our patients and their families, staff and stakeholders. We are committed to driving positive changes that make us an excellent place to work and enable us to provide a high standard of care for all our patients.

Our EDI Delivery Plan builds upon the work that we have embedded during 2022/23 to address inequalities for our staff and patients. We are aware of the role we play in reducing health inequalities and the impact that this can have for our staff and patients.

Whilst Board and senior leadership is key, we all must work together to achieve our aim of being inclusive. The work that we do is critical in achieving the aims and objectives set out in our EDI Delivery Plan and we are fully committed and confident that we can achieve this through continued engagement and support with our staff and patients.

Our Board and senior management teams are personally committed and will continue engaging with staff to get their support to build a culture where we are all actively working to eliminate discrimination and support inclusion.

## Our Organisation

We are the largest single site cancer centre in Europe, treating more than 60,000 patients a year. We are also the first UK centre to be officially accredited as a comprehensive cancer centre. We provide radiotherapy and chemotherapy services as well as highly specialist surgery for complex and rare cancer.

We serve a population of 3.2 million people across Greater Manchester and Cheshire while more than a quarter of our patients are referred to us from across the UK.

We are ranked as the most technologically advanced cancer centre in the world outside North America, and have been named, by the National Institute for Health Research, as one of the best hospitals providing opportunities for patients to take part in clinical research studies.



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# Our People

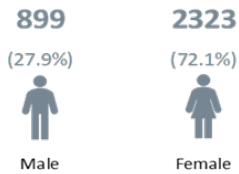
## Staff at the Christie NHS Foundation Trust

2022 (based on headcount of permanent and fixed term contracts)

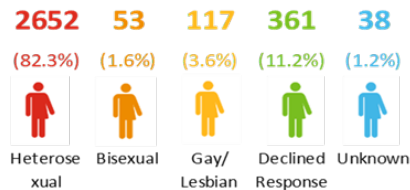


**3,222** staff employed, as of 30/09/2022

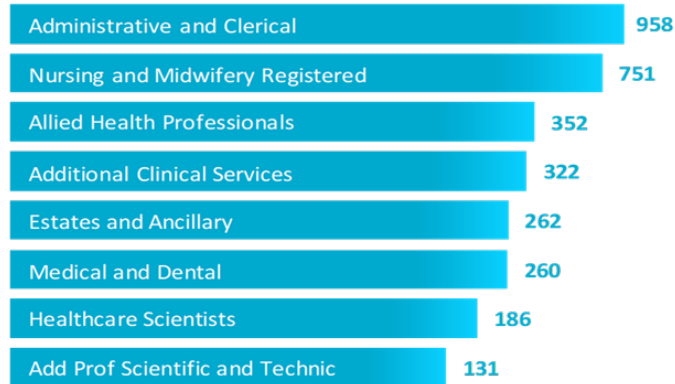
### Gender



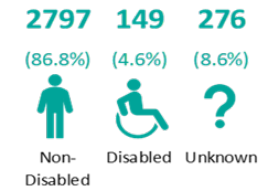
### Sexual Orientation



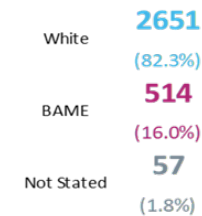
### Staff Group



### Disability



### Ethnic Origin



## Our Values and Behaviour Framework

Our values and behaviours define how we approach our work and treat each other. They underpin the work of the EDI Delivery Plan and applies to all our colleagues, which details the behaviours required when we interact with each other, patients, and our visitors.

Through demonstrating and commitment to these values and behaviours we can shape our culture to help us achieve our Christie vision and EDI objectives to actively influence all areas of our work such as patient experience and staff wellbeing.



# Our Legal Requirements

## The Equality Act 2010

The Equality Act 2010 places a number of requirements on us to advance equality through our actions. The Public Sector Equality Duty (PSED) ensures that we have considered the needs of all individuals in our daily activities when shaping policy, delivering services, and in relation to our employees.

The Public Sector Equality Duty (PSED) has three aims and requires us to have due regard to the need to:

- **Eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act
- **Advance equality of opportunity** between people who share a protected characteristic and people who do not share it
- **Foster good relations** between people who share a protected characteristic and people who do not share it.

## Human Rights Act 1998

The Trust has a legal duty to protect and promote human rights. We will protect the human rights in how we care for and provide our services to our patients. As an employer we will respect the human rights of our staff.

## The Protected Characteristics

The Equality Act protects people against discrimination because of the protected characteristics that we all have. Under the Equality Act, there are nine protected characteristics:





## Our Equality Reporting Standards

### **NHS Workforce Race Equality Standard**

The Workforce Race Equality Standard (WRES) is a set of 9 specific metrics which we are required to implement through our NHS standard contract.

The WRES provides a detailed analysis enabling the Trust to understand how our staff experience compares with other NHS Trusts in our region. A key part of the data is to understand trends over time and provides deeper understanding of which strategies are effective in creating change.

We submit our WRES data annually in March and develop an action plan that supports the data, which is submitted annually in October. These documents are available on our website.

The WRES action plan will be monitored by the EDI Programme Board and Management Board to ensure effective implementation and accountability.

### **NHS Workforce Disability Equality Standard**

The Workforce Disability Equality Standard (WDES) is a set of ten specific measures (metrics) which enables us to compare the workplace and career experiences of disabled and non-disabled staff.

We use the metrics data which is submitted annually in March to develop and publish an action plan in October and is published on our website. This allows us to monitor our progress annually to demonstrate progress against the indicators of disability equality.

The WDES action plan will be monitored by the EDI Programme Board and Management Board to ensure effective implementation and accountability.

### **NHS Bank Workforce Race Equality Standard**

The Bank WRES provides bespoke indicators that are set against key areas of the People Promise and People Plan for a large part of our workforce. Data against these indicators is analysed and presented as part of the annual WRES data reporting annually in May.

The data will provide an insight for this part of the workforce that will support our staffing and operational managers with evidence-based decision-making providing an overview of our bank workforce.

### **NHS Equality Delivery System 2022**

An enhanced version of the Equality Delivery System (EDS) was introduced in June 2022 and is an updated system to help improve the services that we provide for our local communities and enables us to provide better working environments, free of discrimination, for those who work for us. It also ensures that we are meeting the requirements of the Equality Act 2010.

EDS 2022 is aligned to NHS England's Long-Term Plan and its commitment to an inclusive NHS that is fair and accessible to all. This is submitted annually in March/April.

The Equality Delivery System includes 11 outcomes spread across 3 domains:

- Domain 1 – Commissioned or provided services – Patient focused
- Domain 2 – Workforce, Health and Wellbeing
- Domain 3 – Inclusive Leadership

The outcomes are evaluated, scored, and rated using available evidence and insight that provide assurance or the need for improvement. The EDS 2022 Working Group supports with the development of the submission, action plan and case studies, this is approved by the Management Board before its published on our website.

### **NHS Medical Workforce Race Equality Standard**

The Medical Workforce Race Equality Standard (MWRES) has 11 indicators which was introduced in September 2022, it provides baseline evidence to quantify discrimination in the NHS Trust-based medical workforce at the national level, and hence identify the targets to pursue with corrective action.

The Medical Workforce Race Equality Standard is submitted annually in May.

### **NHS Accessible Information Standard**

From 1 August 2016 onwards, we are legally required to follow the Accessible Information Standard (AIS).

The Standard sets out a specific, consistent approach to identifying, recording, flagging, sharing and meeting the information and communication support needs of patients, service users, carers and parents with a disability, impairment or sensory loss.

Work to progress the Accessible Information Standard has commenced and an action plan developed by the AIS Working Group to monitor the implementation of this work.

### **NHS Sexual Orientation Monitoring Information Standard**

The NHS has been working with key stakeholders including NHS Digital, the Lesbian Gay Bisexual and Trans (LGBT) Foundation which led the work to develop a Sexual Orientation Monitoring Information Standard.

The SOM Information Standard will provide a consistent mechanism for us to record the sexual orientation of all patients/service users aged 16 years and above across all our services but does not mandate a collection.

We will ensure that we plan for the introduction of this SOM Information Standard before it is mandated in 2024/25.

## **NHS Commitment to Armed Forces**

The Armed Forces Covenant, which is enshrined in law through the Armed Forces Act as a companion document to the NHS Long Term Plan (LTP). It outlines the commitments for us to improve the health and wellbeing of the Armed Forces community in our service provision and our workforce.

### **The Manifesto Requirements**

1. The Trust understands and is compliant with the Armed Forces Covenant
2. The Trust has a clearly designated Veterans and Armed Forces Champion Dyad
3. The Trust identifies Veterans and Armed Forces community status patients to ensure they receive appropriate care
4. Staff at the Trust are trained and educated in the needs of veterans and the armed forces community
5. The Trust has established links to appropriate nearby veteran and armed forces community services
6. The Trust will refer veterans and armed forces community to other services as appropriate
7. The Trust raises awareness of Veterans and the Armed Forces community
8. The Trust supports the UK Armed Forces as an employer.

## **NHS England Equality, Diversity and Inclusion Improvement Plan**

The NHS Equality, Diversity and Inclusion Improvement Plan was introduced in June 2023 with the aim is to improve equality, diversity and inclusion, and enhance the sense of belonging for staff to improve their experience. The actions are intended to positively impact on all protected characteristics and social inclusion groups and individuals.

There are six high impact a in the plan to be intersectional which recognises that people have complex and multiple identities.

The high impact actions are incorporated within our EDI Delivery Plan to ensure implementation, which will be monitored by the EDI Programme Board and Management Board. NB these are highlighted in yellow in the plan.

**High impact action 1:**

Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable.

**High impact action 2**

Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity.

**High impact action 3:**

Develop and implement an improvement plan to eliminate pay gaps.

**High impact action 4:**

Develop and implement an improvement plan to address health inequalities within the workforce.

**High impact action 5:**

Implement a comprehensive induction, onboarding and development programme for internationally-recruited staff.

**High impact action 6:**

Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur.

## Gender Pay Gap

The Gender Pay Gap is the difference between the average pay of men and women across the Trust. We have a legal duty to report our Gender Pay Gap data and publish the information on the website by the 30<sup>th</sup> March annually.

## Ethnicity Pay Gap Reporting

The UK workforce is becoming increasingly diverse but there is still more to be done to remove barriers to entering the labour market and to ensure pay and progression in the workplace is fair for all ethnic groups.

Data has shown there are wide variations in gross earnings between ethnic groups. Some ethnic minority groups earn less per hour than white British employees on average, while others earn more. Analysing ethnicity pay information is one way employers can identify and investigate disparities in the average pay between ethnic groups in their workforce and provides evidence from which to develop an action plan.

Although there is no legal requirement to develop or publish this data we will commit to developing and publishing our Ethnicity Pay Gap Reporting on our website in March 2024.

## Equality and Health Inequality Analysis

The Equality and Health Inequality Analysis (EHIA) is a tool that helps us to place equality, diversity, cohesion and integration at the heart of everything we do and make sure our strategies, policies, services and functions do what they are intended to do for everybody. We are required by the Equality Act 2010 to comply with the Public Sector Equality Duty. This means that we need to carry out an equality analysis of our services and any proposals for change.

The Equality and Health Inequality Analysis helps us to assess the likely impact positive or negative of any change to policies and practices on different protected characteristics and social inclusion groups. Our data and insight help us to make smarter decisions about diversity and inclusion.

## Strategic Objectives

The Trust is committed to providing an environment free from discrimination, bullying, harassment or victimisation, where all employees and patients are treated with dignity and respect.

We want to be outstanding for everyone, both patients and the people we employ and want everyone to have a voice and feel they belong and are equally valued and important.

This means being a great place to work for our staff, where there is no differential in opportunities for career progression, diversity is valued and everyone feels they belong. Our patients will receive the best of our services by providing safe, compassionate, high-quality accessible care.

The EDI Delivery Plan is about everyone taking an active role to reduce inequalities, respecting everyone, serving all our diverse populations equally well, and building an open and equitable culture within our organisation that celebrates diversity.

Our four EDI staff network groups - Ethnic Diversity Group; LGBTQ+; Faith and Belief and Ability; Wellbeing Engagement Forum are key to our work. They will help us achieve our objectives through a united approach that values and supports everyone and ensures that all our staff with a protected characteristic have a voice in the organisation.

We will review the structure of the EDI staff network groups and provide support to help them to develop and grow so that they can support their members as needed, as well as help us in delivering the priorities of the EDI Delivery Plan objectives. Tackling inequality and discrimination is our top priority and will require purposeful, collective effort. We need to bring about a cultural change focusing on creating allies at all levels of the organisation#

Our focus is to equip our leaders and managers with the skills to support their teams with inclusive behaviours and create an organisational culture that supports inclusion and belonging. We will take a zero-tolerance approach to bullying and harassment and take action for inappropriate behaviour from staff and patients in the workplace.

This will be achieved through the EDI Divisional Implementation Plans which will be monitored by the EDI Programme Board.

### **EDI Delivery Plan Strategic Aims**

1. ***Workforce Data and information***

**Objective** – To capture EDI Workforce data and develop action plans to inform our EDI activities and future plans

2. ***Governance, policy and decision making***

**Objective** – To ensure that there is robust governance for EDI that is embedded into decision-making processes

3. ***Mainstreaming equality, diversity and inclusion***

**Objective** – To embed and mainstream EDI across all Trust activities

The strategic aims have three pillars of activity which are supported by an outcome focused approach which will be monitored by the EDI Programme Board and Management Board.



## Aim 1 - Workforce, Data and Information

**Objective – To capture EDI Workforce data and develop action plans to inform our EDI activities and future plans**

### NHS Contract

- Robust action plans are developed and approved
- Improvements in the implementation of actions are evidenced and reported for the following:
  - Workforce Race Equality Standard (WRES)
  - Workforce Disability Equality Standards (WDES)
  - Medical Race Equality Standard (MWRES)
  - Bank WRES
  - EDS 2022 and the Accessible Information Standard
  - Defence Employer Recognition Scheme Silver Accreditation
- Sexual Orientation Monitoring Information Standards embedded into all Workforce data
- 30% increase in declaration rates

### Legal Requirement

- Evidence of a 5% decrease in the gap from the data for Gender Pay Gap and Ethnicity Pay Gap Reporting requirements
- Action plans developed and monitored as a result of the data submitted
- Achievement of the Level 2 Disability Confident submission
- 10% Increase in applications from disabled applicants
- Reasonable adjustment process fully implemented

### Recruitment and Retention

- 20% Increase in the numbers of people appointed for jobs from a diverse background
- 5% Increase numbers of BAME staff promoted above Band 7
- 20% Increase in the retention of staff
- Recruitment and selection training developed and delivered
- 45% staff completed the staff survey

## Aim 2 - Governance, Policy and Decision Making

**Objective – To ensure that there is robust governance for EDI that is embedded into decision-making processes**

### Inclusive Leadership

- All Board members have agreed EDI Objectives
- All leaders have signed the Inclusive Leadership Pledge
- Continual Board Development and reflection in EDI practice

### Equality and Health Inequality Analysis

- All Accountable Committee Chairs and Deputies have completed the EHIA training
- 24 EHIA workshops delivered for staff
- 2 audits completed on the EHIA process

### EDI Divisional Implementation Plans

- All divisions presented their EDI Divisional Implementation Plans to EDI Programme Board
- EDI Coordinators submitted the EDI Divisional Implementation Plans progress reports to the EDI Manager
- EDI Coordinators and Champions are supported and access EDI training
- Case studies of best practice are presented and shared

## Aim 3 - Mainstream Equality, Diversity and Inclusion

*Objective - To embed and mainstream EDI across all Trust activities*

### Bullying, harassment, and Discrimination in the workplace

- The Respectful Resolution Framework is launched and embedded
- 5% Decrease in the numbers of people reporting bullying, harassment and discrimination from the WRES, WDES and staff survey data from:
  - Colleagues
  - Managers
  - Patients
- Increased support and confidence from EDI Champions reported

### Education, Communication and Marketing EDI activities and events

- EDI Modules accessible on the Christie Learning Zone
- Each division has delivered EDI listening, engagement and events
- Increased awareness around EDI across the Trust
- EDI events promoted and celebrated across the Trust
- Examples of best practice promoted
- Updated EDI Pages on the website and Hive pages

### EDI Staff Network Groups

- EDI Staff Network Groups review completed with the Executive Sponsors
- EDI Communication and Marketing Plan approved
- EDI Staff Network Groups promoted a number of events annually
- EDI Staff Network Leads Development Programme developed

## Governance and Monitoring

A strong governance process will monitor the delivery of the EDI Delivery Plan and approve any changes to the Plan

