

Inclusive Culture Strategy 2025-2030



Foreword

I'm incredibly proud to introduce our 5 year inclusive culture strategy. An organisation is only as great as its people, and at The Christie we have some of the most talented, caring, and skilled people in the NHS.

The Trust Board and I have clear oversight of the delivery of this strategy and have been actively involved in its development. We are committed to bringing focus, energy and accountability to this work, ensuring that it is embedded in all parts of the Trust's activity. We also recognise that we ourselves must continue to pay attention to the evolving and emerging needs of our people, and role model compassionate and inclusive leadership in all that we do.

We have a strong sense of who we are as an organisation and what we stand for. Our values 'Make a Difference, Act with Kindness and Connect with People' bind us together and form the basis on which we recruit, develop and support individuals and teams.

We are at a pivotal point in our inclusive culture journey. Our conversations and practices are shifting. We're actively moving from a more traditional

'compliance' approach to equality, towards an environment where we truly pay attention to all the factors that make up culture.

The NHS People Promise articulates the value of a positive, compassionate and inclusive culture. To make this happen, it is critical that capable, compassionate and inclusive leaders are present to drive it forward. The relationship between leadership and culture is well known and advocated by NHS England, the NHS Leadership Academy and the CQC.

We have therefore drawn the threads of leadership, connection, conversation and relationships into how we deliver change in our equality, diversity and inclusion work. There is also a core focus on developing a sense of community, both internally across our teams and through paying attention to the broader communities that we serve. We aim to create a culture where everyone feels valued, listened to and respected; and where we draw on the skills and lived experiences of all.

We know that for people to thrive at work, they need to feel safe, feel they belong and feel included. We must therefore understand, encourage and celebrate diversity across our organisation and our patient groups. More than this, we must also actively seek out and eliminate any discrimination. There is no room for discrimination of any kind at The Christie. Although we have made progress in these areas, there remains more to do. Education, raising awareness and creating our culture together are key to us moving forward.

Our strategy provides a clear commitment and ambition for the future against which we can measure our success. We hope you will feel as excited as we are about bringing this strategy to life.

Roger Spencer, Chief Executive



By being an inclusive space, we can ensure that everyone feels valued and, importantly, adds value.

It is about the giving of equal access and opportunities and removing barriers, intolerance and discrimination from our workplace.

Inclusion is crucial to our society, and we must all work together to make inclusive and diverse spaces, including at The Christie. This does not mean you have to know everything, but understanding what inclusion means is a great starting place. Whether it is consideration of your colleagues' challenges during Ramadhan, or exchanging duties to support a disabled colleague, inclusion means we work within a culture where a mix of people can come to work, feel comfortable and confident to be themselves and work in a way that suits them but also delivers the services we need to provide for our patients, who, of course, come from a wide variety of backgrounds.

By being an inclusive space, we can ensure that everyone feels valued and, importantly, adds value.

Gillian Hobson, Staff Side Chair (Partnership Officer)



Bringing our inclusive culture strategy to life

What do we mean by inclusive culture? A positive, open and welcoming environment where everyone is included, valued and respected.

Our inclusive culture strategy is centered around 4 ambitions: purposeful and compassionate leadership, harnessing connectivity and conversation, improving experience and outcomes, and effective governance and systems.

Together, these ambitions will guide the focus for our work. Our patients and colleagues will be involved in adding shape and flavour to what our inclusive culture is and how we bring these ambitions to life. However this page gives an idea of the types of benefits and ways of working we expect to see in our future.

The rest of this strategy document sets out more detail on the ambitions and underlying themes, what we will focus on, and how success will be evidenced.



Our ambitions and themes



Our ambitions are underpinned by 6 shaping culture themes

Diverse teams and cultural diversity

Build diversity in our workforce and teams to represent our patients and local communities; bringing together different experiences and ways of thinking to help us innovate.

Creating safe spaces and sense of belonging

We will create and support compassionate and caring teams where everyone feels valued, respected and able to thrive.

Access to meaningful education and development

Provide all colleagues with opportunities to engage in education that supports meaningful culture change, builds greater understanding and supports fair decision making.

Inclusive language and open dialogue

Using inclusive language and promoting open conversations are crucial parts of an inclusive work culture to make sure that everyone's perspectives are heard and appreciated. This results in improved decision-making and inspires innovative thinking.

Inclusion initiatives and leadership roles

Putting resources into inclusion efforts and supporting diverse leaders are key steps championed by the Board and senior leaders.

Colleague wellbeing and feedback

Prioritising staff wellbeing by creating a positive and supportive work environment including training, reflective practice, peer support and flexible working opportunities.



What we've achieved so far

Purposeful and compassionate leadership

- delivered a series of EDI events attended by our Board and executive sponsors
- introduced race awareness training for investigation officers and executive leaders
- positive action to address the lack of racial diversity in senior leadership, providing leadership training to build capability at earlier career points
- trained leaders who can advocate our Respectful Resolution framework, supporting psychologically safe conversations and reducing bullying, harassment and abuse in the workplace
- introduced the Real World Leader behavioural assessment for incoming senior leaders to raise awareness of their purpose and impact
- increased our focus on compassionate leadership and listening in our education provision
- introduction of leading the way category in our values and behaviours framework to make it clear which behaviours we want our leaders to support, value and foster

Harnessing connectivity and conversation

- celebrated diversity at key points annually, e.g. Black History Month, Ramadhan, Neurodiversity Week, Armed Forces Week, Pride and International Women's Day
- established and promoted 8 new EDI staff network groups based on colleague feedback
- EDI champions in each division to support colleagues on EDI issues in the workplace.
- signed the Armed Forces Covenant and obtained the Defence Employer Recognition bronze and silver awards
- formed a new EDI steering group, providing a voice for colleagues to challenge and promote EDI
- brought people together to build understanding of lived experience and provide support e.g. menopause café, Schwartz Rounds
- introduced new opportunities for connection and listening at Trust induction and 6 months into employment
- worked in partnership with our staff side to create a new physical engagement stand area, helping us to jointly listen and respond to colleague feedback
- trade union presence at key events, e.g. induction, and working together on toolkits and initiatives that benefit colleagues, such as the 'Real Lunch Hour'

Improving experience and outcomes

- introduced recruitment and selection training to minimise bias and ensure consistency of approach
- improved range and access to colleague health and well-being services to manage a range of physical and mental health conditions
- enhanced our induction and onboarding programme for all colleagues, including international recruits, in line with our NHS EDI improvement plan high impact actions 2 and 5
- launched our patient experience engagement strategy which includes our commitment in implementing the Accessible Information Standard
- ensured we have spaces to meet diverse needs and practical requirements, e.g. room for expressing milk, prayer space, shabbat kitchen
- started community engagement and widening participation work with local job centre, housing association, schools and other groups in Greater Manchester to provide training and improve employability
- developed new ways of delivering services to meet the diverse needs of patients, create tailored experiences and improve clinical outcomes, e.g. use of Card Medic app to communicate across language barriers, skin tone assessment training guide, and a multi-disciplinary outpatient facility for older patients

Effective governance, policy, systems and data

- introduced a robust process for equality and health inequality analysis (EHIA) in 2023, which informs our decision making and service delivery
- achieved the Radius Stage 1 Employee Network Leadership Graduate programme which provides a recognition of our commitment and support for our EDI staff network groups
- introduced EDI divisional implementation plans and EDI coordinator model, supported by divisional boards
- continued to make improvements in our contractual requirements for NHS England and the government
- introduced a new patient registration form and protected characteristics board to improve our patient data capture
- more joined-up ways of working across the Trust on staff data and policy, exploring opportunities to innovate

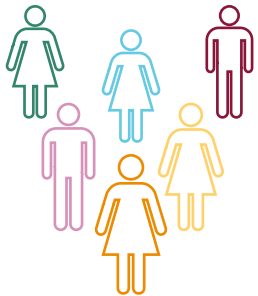


Purposeful and compassionate leadership

Our ambition

We will develop leaders who are role models, who act purposefully and compassionately to embed equality, diversity and inclusion principles.

Our leaders will create a safe environment where everyone feels respected and valued, and they actively support a sense of belonging.



We will achieve this by:

- working across boundaries (Greater Manchester/nationally) and in partnership with our trade unions to draw on innovation, programmes and opportunities that advance our compassionate leadership practice
- leadership communities of practice and networks to improve culture with collective accountability. Focus on effective team working and psychological safety
- introducing a leadership and management competency framework, and education activity to develop leaders in line with this
- a leadership culture of curiosity, collaboration, self-awareness and reflection, where leaders are skilled and ready to have conversations about diversity and inequity. Creating spaces and learning opportunities for this to emerge and become habitual
- ensuring that our leaders have EDI objectives included in their performance and annual appraisals processes as evidenced in the NHS EDI improvement plan high impact action 1
- embedding the EDI divisional implementation framework through local leadership, improving practice for colleagues and patients
- demonstrating our commitment to review board and senior management diversity appointments from Band 8a upwards and set targets in line with the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES)
- a mentoring and sponsorship programme for colleagues more likely to experience inequity, supported by senior leaders
- demonstrating our commitment to anti racism by achieving the bronze and silver level of the Greater Manchester anti-racist framework

We will measure success by evidencing:

- engagement with leadership learning activities and evidence that this is improving how leaders role model and create psychological safety in teams
- colleague stories are captured and shared, providing real insight into the lived experience of our workforce from multiple perspectives. Indication that this is continually improving
- human resources (HR) metrics and case work indicate ongoing improvement in retention and engagement
- the number of leaders involved in mentoring and sponsorship programmes annually
- our WRES and WDES data provides evidence of improvement in the diversity of our workforce
- regular assessment and assurance that all parts of the Trust are actively engaged in the EDI divisional implementation framework and are using it to deliver change
- successful completion of the bronze and silver level of the Greater Manchester anti-racist framework
- EDI objectives are an ongoing part of board level appraisal and assessment criteria. Leaders and executive sponsors regularly engage in conversation, celebration and activity connected to diversity and equity of experience



Harnessing connectivity and conversation

Our ambition

We will foster a sense of community and support for our people by inviting conversation, listening and connection across boundaries.

We will promote respectful communication and positive relationships to ensure everyone feels psychologically safe and empowered to share concerns, opinions, and ideas.



We will achieve this by:

- organising a series of different events and learning activities to raise awareness of EDI issues, barriers and opportunities, creating safe spaces for open dialogue, listening and conversations
- providing exceptional education, training, development and learning opportunities across the organisation supporting individual and team growth to enhance our ability to provide high quality care
- focusing on building skill sets, relationships and environments where colleagues are comfortable to bring their best selves to work, and feel equipped and empowered to tackle discrimination, promote inclusion and reduce inequalities
- taking a positive and proactive approach in supporting the health, safety and wellbeing of our colleagues and volunteers, working in partnership with our trade unions to gather rounded feedback and take action
- developing a patient and carer engagement group that supports co production of our activities around policy and service development programmes or projects
- committing to working collaboratively with our strategic partners and stakeholders from the voluntary and community sectors to increase awareness of the barriers in accessing our services
- valuing and celebrating diversity in all its forms, promoting how diversity strengthens our ability to work together and achieve more successful outcomes for colleagues and patients
- exploring and discussing the language we use and agree our terminology together, recognising that certain terms and acronyms may be problematic or mean different things to different people

We will measure success by evidencing:

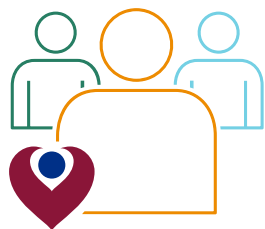
- monitoring level of engagement, conversation themes and impact from colleague events
- iterative review of how our culture 'feels' via different research methodologies, using this insight to shift focus accordingly
- triangulating data from HR metrics, staff survey, Freedom to Speak Up and other indicators to give assurance that this activity is cumulatively having a positive impact on retention and engagement
- colleagues feel supported and confident to raise bullying, harassment and abuse concerns which are dealt with in a timely manner as referenced in the NHS EDI improvement plan high impact action 6
- an annual review of the EDI staff network groups to assess impact and engagement
- the patient and carer engagement group feel that they influence decision-making processes



Improving experience and outcomes

Our ambition

We will improve the experience and outcomes for our patients and colleagues by working to remove systemic barriers and reduce inequalities.



We will achieve this by:

- reviewing our recruitment and selection processes and set targets to improve representation in senior leadership roles from band 8c upwards, in line with the NHS EDI improvement plan high impact action 2
- increase the range and quality of practical learning and education for managers, e.g. disability awareness and reasonable adjustment training, working in partnership with staff side colleagues to maximize the content and impact of this
- achieving Level 3 Disability Confident leader accreditation
- analysing and reporting on patient equality monitoring data to improve inequity of care experienced by people who may be minoritised or under-represented
- taking a positive and proactive approach in supporting the health, safety and wellbeing of our patients and colleagues, ensuring that our work has a positive impact in addressing health inequalities in our services and relationship with communities
- building partnerships with the voluntary sector and communities to remove systemic barriers which maintain health inequity, and improve our cultural awareness to ensure equitable care for everyone
- collaborative approach to improving patient experiences, working across boundaries to assess technology and digital solutions that support implementation of the Accessible Information Standard. This includes training colleagues to support patient needs

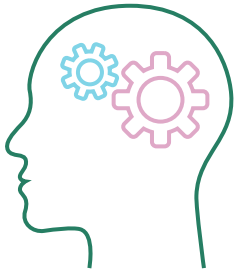
We will measure success by evidencing:

- regular analysis of equality data and feedback from surveys and conversations (colleagues and patients), with evidence of incremental improvements
- improved diversity of job applicants, appointment and retention rates, monitored through our NHS Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) data
- active partnerships with the voluntary and community sectors to demonstrate measurable commitment to reducing inequity of access and experience of care
- the Accessible Information Standard actions are implemented, and patients have a positive experience of accessing services
- ongoing improvements in the quality and quantity of protected characteristic data captured from our patients, with associated improvements to service delivery and patient experience
- our patient experience engagement plan continues to meet the needs of our patients in consultation with the patient and carer engagement group, monitored via annual review
- patient stories are captured and shared, providing real insight into the lived experience of our service from multiple perspectives
- staff side feedback which reflects positive colleague experiences, demonstrating inclusive and equitable management practice, and fair treatment

Effective governance, policy, systems and data

Our ambition

We will embed a strong system of equality, diversity and inclusion governance including accountability, authority, responsibility and reporting for compliance with the Equality Act 2010 and the Public Sector Equality Duty at individual, team, service and organisational levels.



We will achieve this by:

- embedding and expanding the equality and health inequalities analysis (EHIA) process to better understand the potential impacts of the decisions we make on colleagues, patients and services, by protected characteristics and social inclusion groups
- committing to achieve the Greater Manchester anti-racist framework bronze and silver accreditation
- ensuring that our board and committee reports consider equity, diversity and inclusion implications in a transparent and robust way
- integrating the EDI divisional implementation framework into divisional business planning processes.
- developing management systems that align with the strategy, vision and purpose of the organisation at board level and throughout all divisional structures and functions
- developing an EDI dashboard to monitor and measure impact of the strategy
- continuing to work in partnership with our trade unions to identify systems, policies and processes which are inequitable, or being applied inequitably, and then ensuring these are addressed

We will measure success by evidencing:

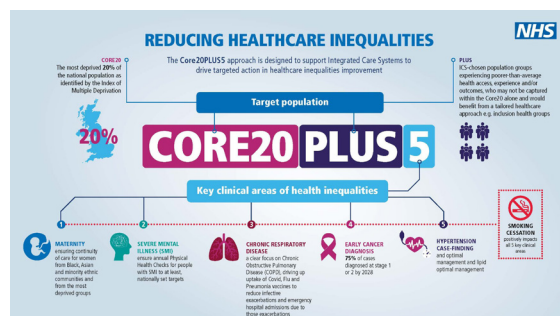
- organisational decision-making and continuous improvement informed by listening to the lived experience and voice of our EDI staff network groups, and our EHIA process
- improvement of metrics within all our plans aligned to legislative and regulatory requirements
- improved compliance rates of equality data for colleagues, volunteers and patients, enabling a better understanding of any barriers or issues. Evidence that effective action is taken based on this insight
- equality conversations and decisions routinely happening in board and committee meetings via minutes and reports
- assurance that the EHIA process remains effective through an annual audit



Reducing health inequalities

Health inequalities are described as unfair and avoidable differences in health between different groups in society and their access to health care services. They arise because of the conditions in which we are born, grow, live, work and age which can influence how we think, feel and act and can impact both our physical and mental health and wellbeing.

We will continue to focus on reducing health inequalities in line with our broader Trust strategy and NHS Long Term Plan. Making our cancer care treatment, services and research more accessible and suited to the needs of people with different health inequalities is vitally important in providing inclusive patient care.



- addressing health inequalities is a key part of the NHS Long Term Plan. Core20PLUS5 is a national NHS England approach to inform action to reduce healthcare inequalities at both national and system level. The approach defines a target population, the 'Core20PLUS', and identifies '5' focus clinical areas including cancer diagnosis as one of the areas that require accelerated improvement
- the national healthcare improvement programme has developed a Core20PLUS ambassador programme with a third cohort being recruited for 2024/25. Our ambassadors selected on the programme will be supported to enhance their knowledge, skills and insights to tackle healthcare inequalities and form local, regional and national networks with others who seek to improve healthcare inequalities
- this approach is incorporated within our strategic themes of 'local and specialist care', 'The Christie experience', 'best outcomes', and 'leading cancer care'

- The Christie has a long-standing approach of promoting geographical equity of access to our services. We deliberately focus our cancer care improvements in more deprived parts of Greater Manchester and Cheshire, and in populations with particular needs
- our radiotherapy networked services were placed in Oldham and Salford specifically to meet the needs of the more deprived and ethnically diverse communities in the north of the conurbation and the new cancer centre in Macclesfield is located to address the needs of a population of older people
- our chemotherapy network has equally been developed to address the needs of communities across Greater Manchester and Cheshire, focussing on increasing access in underserved areas such as Wigan
- we have worked with and through the Greater Manchester Cancer Alliance (and its previous manifestations) to support improvements in cancer care across our communities including improvements in prevention and screening services and initiatives with local authorities to address the wider determinants of health

The Christie has a long-standing approach of promoting geographical equity of access to our services.





Legislation and regulation

We will adhere to our duties set out in legislation, regulation and accreditation schemes.



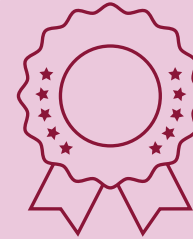
Legislation

- The Equality Act 2010
- The Public Sector Equality Duty (PSED)
- Human Rights Act 1998
- Gender pay gap
- Ethnicity pay gap (from 2026)
- Disability pay gap (from 2026)

Employer scheme



- Equality Delivery System 2022 (EDS)
- Workforce Race Equality Standard (WRES)
- Workforce Disability Equality Standard (WDES)
- Accessible Information Standard (AIS)
- Sexual Orientation Monitoring Information Standard (SOMIS)
- NHS EDI improvement plan



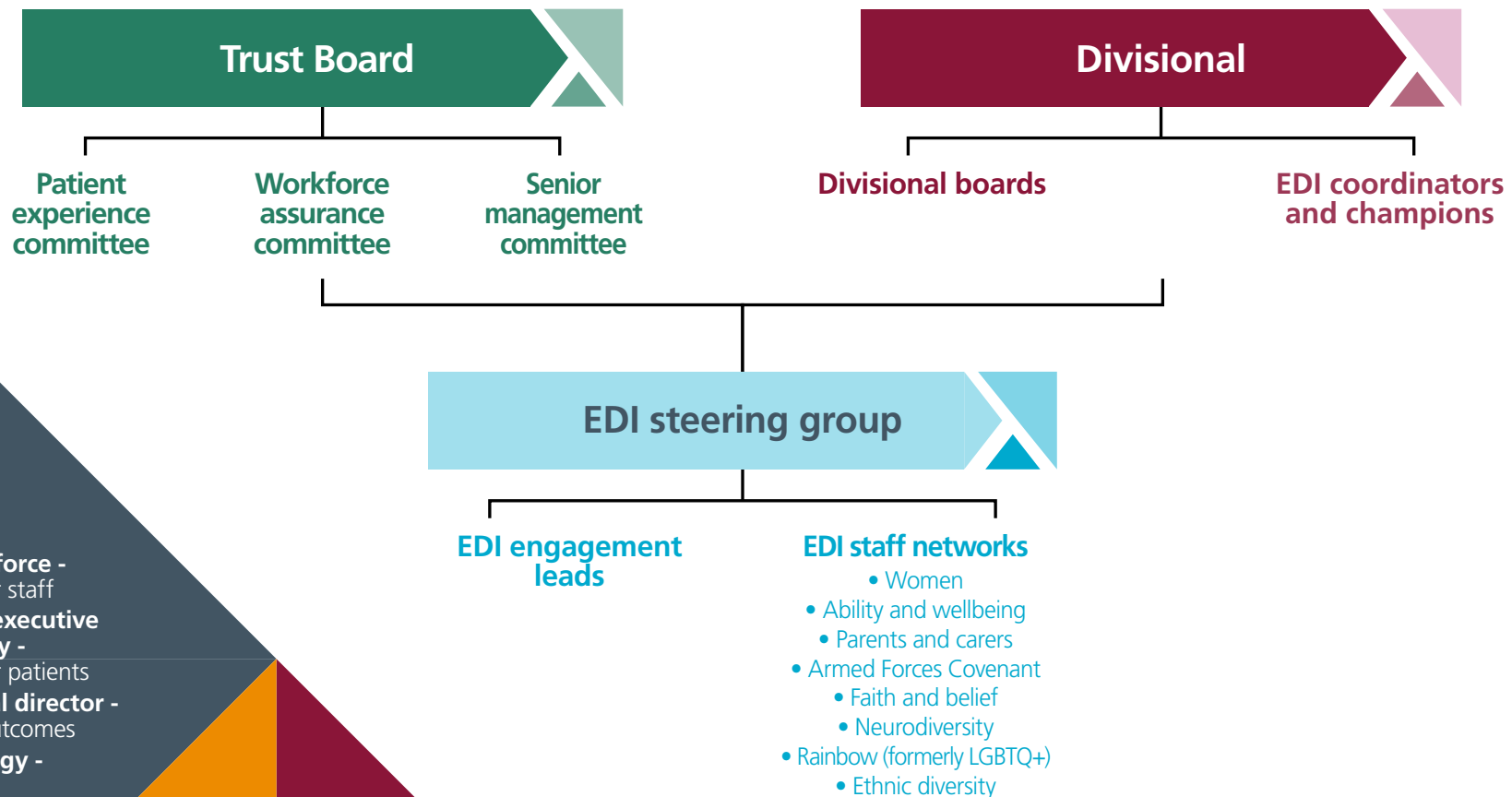
Accreditation schemes

- Armed Forces Covenant
- Defence Employer Recognition Scheme
- Disability Confident employer scheme

Governance and leadership

We continue to embed a strong system of equality, diversity and inclusion governance including accountability, authority, and responsibility for compliance with the Equality Act 2010 and the Public Sector Equality Duty at individual, team, service and organisational levels. Our Trust Board have overall accountability and oversight for delivery of this strategy, which includes tracking change and improvement and ensuring evidence of success.

Governance structures



Executive leadership functions

- **Director of workforce** - Inclusive culture for staff
- **Chief nurse and executive director of quality** - Inclusive culture for patients
- **Executive medical director** - Health data and outcomes
- **Director of strategy** - Health inequalities

What we've achieved so far

To implement our inclusive culture strategy, we must align our thinking and connect our strategy ambitions. Our inclusive culture strategy has been aligned to other organisational and NHS strategies.



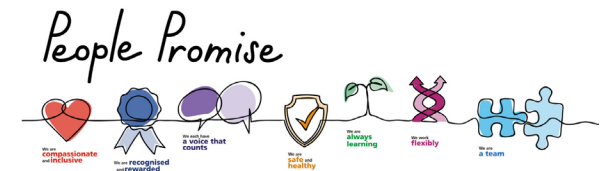
The Christie people and culture plan

Our people and culture plan sets out our focus areas to improve how we attract, recruit, develop, retain, support and reward our people and teams.



Our values and behaviours

Our values and behaviours shape the way we work.



NHS People Promise

This is a promise we must all make to each other – to work together to improve the experience of working in the NHS for everyone.



Our Trust strategy 2023-2028

This focuses on the four themes of our vision: leading cancer care, The Christie experience, local and specialist care, and best outcomes.



NHS EDI improvement plan

Published by NHS England in June 2023 it sets out actions to address the prejudice and discrimination that exists through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce.

We will ensure activity remains aligned to any plans which follow.