

## **EQUALITY, DIVERSITY AND INCLUSION DELIVERY PLAN**

**JULY 2022 – JUNE 2023**

### **1. BACKGROUND - THE CHRISTIE**

The Christie is a specialist NHS cancer hospital, with a focus on cancer treatment, research and education. We aim to provide excellent and equitable clinical outcomes for our patients living with and beyond cancer. The Christie serves an immediate population of Greater Manchester and East Cheshire, approximately 3.2 million people. This is a diverse population – Greater Manchester being one of the most diverse areas within of the United Kingdom.

The diversity of the population we serve brings with it both challenges and unique opportunities. We take the challenge of providing an equally good service to all sections of the community that we serve very seriously. The Christie employs more than 2,900 staff and we aim to increase the diversity of our workforce including leadership, senior posts and Board representatives so that it better reflects the population that we serve within the Trust.

### **2. THE LEGAL FRAMEWORK**

The Christie is fully committed to equality and inclusion for all our staff, patients and other service users. We will work towards having a workforce that reflects the diversity of the population that we serve. We also want to ensure that people from all sections of the population that we serve are able to easily and fully use our services. We are also committed to ensure that everyone who uses our services has an equally good experience of using our services and has an equitable outcome.

#### **2.1 The Equality Act 2010**

- 1.1 The Equality Act 2010 places a number of requirements on public authorities (of which all NHS organisations are) to advance equality through their actions. This duty is referred to as the Public Sector Equality Duty (PSED). It ensures that public bodies consider the needs of all individuals in their day to day work – in shaping policy, in delivering services, and in relation to their own employees.
- 1.2 The Public Sector Equality Duty (PSED) is divided into two parts, the General Duty and Specific Duty. The General Duty is set out in section 149 of the Equality Act. The PSED has three aims. It requires public authorities 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.

It is against the law to discriminate against someone in relation to the following 9 protected characteristic:

<b>Age</b>	A person belonging to a particular age (for example 32-year olds) or range of ages (for example 18 to 30 year olds).
<b>Disability</b>	A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.
<b>Gender reassignment</b>	The process of transitioning from one sex to another.
<b>Marriage and Civil partnership</b>	Marriage is a union between a man and a woman or between a same-sex couple.  Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).
<b>Pregnancy and Maternity</b>	Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.
<b>Race</b>	Refers to the protected characteristic of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.
<b>Religion and Belief</b>	Religion refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief. Generally, a belief should affect your life choices or the way you live for it to be included in the definition.



<b>Sex</b>	A man or a woman.
<b>Sexual orientation</b>	Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

The Specific Duty is set out in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. It requires named public authorities (which include all NHS bodies), amongst other things to:

- Prepare and publish one or more objective to achieve compliance with the General Equality Duty
- Equality Objectives should be published and updated at least once every four years which should be specific and measurable

## 2.2 Human Rights Act 1998

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

## 2.3 The Health and Care Act 2022

This comes 10 years after the last major legislative reform of the NHS across England. The new laws will increase funding, remove existing competition rules, and formalise the creation of Integrated Care Systems (ICSs) to commission local services.

Integrated care partnerships bring the NHS together with other key partners, like local authorities, to develop a strategy to enable the integrated care system to improve health and wellbeing in its area.

NHS trusts are also coming together to form provider collaboratives, new partnerships that can bring together providers such as hospitals, mental health services and community services.

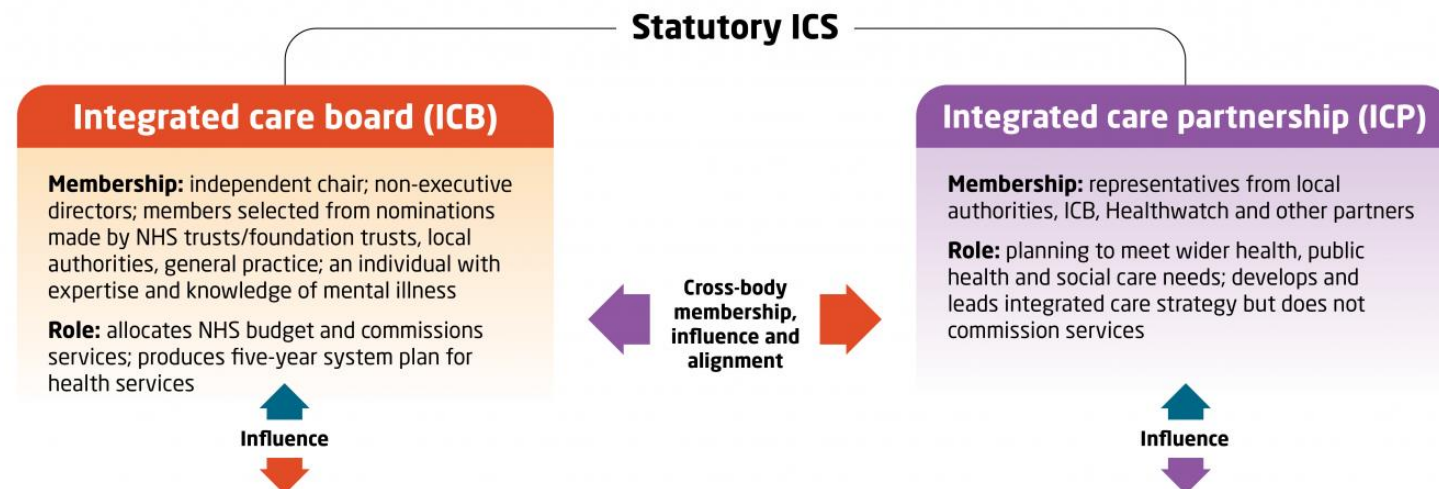


# Integrated care systems (ICSs)

Key planning and partnership bodies from July 2022

**NHS England**  
 Performance manages and supports the NHS bodies working with and through the ICS

**Care Quality Commission**  
 Independently reviews and rates the ICS



Partnership and delivery structures		
Geographical footprint	Name	Participating organisations
<b>System</b> Usually covers a population of 1-2 million	<b>Provider collaboratives</b>	NHS trusts (including acute, specialist and mental health) and as appropriate voluntary, community and social enterprise (VCSE) organisations and the independent sector; can also operate at place level
<b>Place</b> Usually covers a population of 250-500,000	<b>Health and wellbeing boards</b>	ICS, Healthwatch, local authorities, and wider membership as appropriate; can also operate at system level
	<b>Place-based partnerships</b>	Can include ICB members, local authorities, VCSE organisations, NHS trusts (including acute, mental health and community services), Healthwatch and primary care
<b>Neighbourhood</b> Usually covers a population of 30-50,000	<b>Primary care networks</b>	General practice, community pharmacy, dentistry, opticians

### 3. THE EQUALITY, DIVERSITY AND INCLUSION (EDI) PLAN

1.4 The Trust adopted its first Equality, Diversity and Inclusion Plan in 2019, covering the period for 2019 – 2023, which had five aims and objectives:

1. **Workforce equality** - Develop and retain a fully diverse Christie workforce at all levels and within all occupations
2. **Service equality** - The diverse needs of all Christie patients are met equally. All patients and other service users feel positive about using the Trust's services
3. **The physical environment** - All Christie buildings and estate are fully accessible and inclusive to a wide range of people
4. **Governance, policy and decision making** - Governance, policy and decision making supports the advancement of equality, diversity and the protection of human rights
5. **Mainstreaming equality, diversity and inclusion** - Equality, diversity and inclusion are fully integrated into all Trust activities and everyone who works at the Christie actively promotes equality, diversity and inclusion through their day-to-day work

#### 3.1 The updated and revised EDI Delivery Plan for 2022- 2023

Following feedback and evidence there seems to be minimal progress made in implementing the objectives in the EDI Plan due to Covid 19 from 2019 – 2022 which resulted in EDI taking less of a priority across all Trust activities. There has also been a change in EDI Managers during that time which has halted momentum in driving the EDI agenda across the organisation.

Four new EDI Staff Network Groups were established in 2021 following the impact of Covid 19 to better support staff to manage their mental health and wellbeing and hybrid working for those staff that were unable to work on site.

The new EDI Manager has agreed with the EDI Programme Board to update and review the EDI Delivery Plan for 2022-2023, which has three aims and objectives.

1. **Workforce Data and information** – To ensure that EDI data for the workforce and patients are captured, analysed and an action plan developed
2. **Governance, policy and decision making**- To review and develop policies that meet the aims of the Equality Act 2010 and Human Rights Act 1998 legislations.
3. **Mainstreaming equality, diversity and inclusion** – To integrate and embed EDI across all the Trust activities



There will be a separate Equality, Diversity and Inclusion Delivery Plan developed for the Patient Experience Committee.

### **3.2 Equality, Diversity and Inclusion compliance and contractual agreements with the NHS**

The NHS has a number of strands of EDI work which the Christie in order to demonstrate compliance. These include:

- Workforce Race Equality Standards (WRES) and Workforce Disability Equality Standards (WDES) and Medical Workforce Race Equality Standard (MWRES)
- The Equality Delivery System 2022 (EDS) – a framework for measuring the EDI performance of NHS organisations
- The Accessible Information Standard
- Sexual Orientation Monitoring Standard – Not a contractual requirement
- Veterans Aware Accreditation
- Gender Pay Gap
- Ethnicity Pay Gap – not a contractual requirement
- Public Sector Equality Duty – Equality and Health Inequality Analysis (EHIA)

The EDI Delivery Plan will be mapped against the above to ensure the Trust is meeting its contractual/compliance duties.



#### 4. Equality, Diversity and Inclusion Delivery Plan July 2022 – June 2023

AIM ONE – WORKFORCE DATA AND INFORMATION	
OBJECTIVE	ACTION REQUIRED
To submit and present the Workforce Race Equality Standard (WRES), Workforce Disability Equality Standards (WDES) data and Gender Pay Gap (GPG) reports to achieve compliance	<ul style="list-style-type: none"> <li>➤ To gather the data for the reports</li> <li>➤ To develop the reports</li> <li>➤ To present the reports to the EDI Programme Board for approval</li> <li>➤ To submit the reports on the NHS and government (GPG) website</li> <li>➤ To publish the reports on the Trust Website and HIVE</li> <li>➤ To develop an action plan from the analysis of the reports</li> <li>➤ To present the action plan to the EDI Programme Board for approval</li> <li>➤ To report on the action plan at the EDI Programme Board, Workforce Committee and Staff Forum</li> </ul>
To develop and submit the Equality Delivery System 2022 (EDS) requirements to the NHS	<ul style="list-style-type: none"> <li>➤ To set up an EDS 2022 Working Group</li> <li>➤ To identify and agree objectives from the 3 Domains</li> <li>➤ Complete the EDS 2022 Reporting Template and agree the ratings against the Domains</li> </ul>



	<ul style="list-style-type: none"> <li>➤ Present the completed Reporting Template to the EDI Programme Board for approval</li> <li>➤ Submit the EDS 2022 Submission to the NHS</li> <li>➤ Publish the EDS template on the website and HIVE</li> <li>➤ To report on the actions from the submission to the EDI Programme Board</li> </ul>
<p>To develop the annual workforce data</p>	<ul style="list-style-type: none"> <li>➤ To receive the workforce data</li> <li>➤ To analyse the data and include it as part of the WRES and WDES submission</li> <li>➤ To develop an action plan from the data that is presented to the EDI Programme Board, Workforce Committee</li> </ul>
<p>To support the development of an Inclusive Recruitment Strategy</p>	<ul style="list-style-type: none"> <li>➤ Gather EDI data and develop an action plan on the recruitment and selection process</li> <li>➤ To identify a diverse range of recruitment initiatives and campaigns to ensure that adverts are reaching a diverse range of people in the community</li> <li>➤ To develop an EDI statement for adverts</li> <li>➤ To embed EDI statements as part of the JD/PS requirements</li> <li>➤ To develop recruitment and selection training for managers</li> <li>➤ To develop a process for diversity on recruitment and selection process and panels</li> <li>➤ To monitor the Disability Confident Scheme to ensure that it is improve the diversity of disabled candidates</li> </ul>





	<ul style="list-style-type: none"> <li>➤ To investigate a Guaranteed Interview Scheme for recruiting BAME candidates that meet the minimum requirements for vacancies</li> <li>➤ To develop a process for reviewing JD/PS requirements</li> <li>➤ Provide reports on the Recruitment and selection action plan to the Workforce Committee and EDI Programme Board</li> </ul>
<p>To analyse EDI data and information from the annual staff survey results</p>	<ul style="list-style-type: none"> <li>➤ To develop an action plan of EDI issues from the staff survey that is used for the EDS 2022, WDES and WRES submissions.</li> </ul>
<p>Bullying and Harassment issues and reporting in the workplace</p>	<ul style="list-style-type: none"> <li>➤ To develop a Diversity and Inclusion Working Group</li> <li>➤ To gather data and analysis of the numbers of bullying and harassment cases from the staff survey, WRES and WDES data</li> <li>➤ To review and update the bullying and harassment action plan</li> <li>➤ Present the action plan and reports to the Workforce Committee, EDI Programme Board and Staff Forum</li> <li>➤ Develop reporting mechanisms and metrics to track trends in bullying and harassment across the Trust</li> </ul>



AIM 2 – GOVERNANCE, POLICY AND DECISION MAKING	
OBJECTIVE	ACTION REQUIRED
<p>To ensure that there is a governance framework for all EDI related work across the Trust</p>	<ul style="list-style-type: none"> <li>➤ An Executive Sponsor for EDI has been identified at Board level</li> <li>➤ That there is an EDI Board Sponsor on the EDI Programme Board and patient Experience Committee</li> <li>➤ To establish an EDI objective for the Trust Board</li> <li>➤ That all Committees and executive groups have EDI considerations included as an agenda item for meetings</li> <li>➤ To ensure that all committee papers include equality considerations when presenting</li> <li>➤ To ensure that all managers have an EDI objective agreed in their PDR to ensure accountability and transparency</li> </ul>
<p>To ensure that there is a robust Equality and Health inequality Impact Analysis (EHIA) process in place</p>	<ul style="list-style-type: none"> <li>➤ To review the current EHIA process and training provided</li> <li>➤ To establish a robust standardisation process for signing off EHIA before they are submitted for approval</li> <li>➤ To establish a timetable of when policies, procedures etc are up for review for and EHIA</li> </ul>





	<ul style="list-style-type: none"><li>➤ To meet and present reports to the EDI Manager</li><li>➤ To meet and present Activity Reports to the Assistant EDI Manager</li></ul>
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AIM 3 – MAINSTREAMING EQUALITY, DIVERSITY AND INCLUSION	
OBJECTIVE	ACTION REQUIRED
To undertake a review of the RESPECT campaign	<ul style="list-style-type: none"> <li>➤ To review the Respect workshop</li> <li>➤ To link the Respect Campaign to bullying and harassment action plan activities</li> <li>➤ Develop promotional materials and regular communication about the importance of Zero Tolerance in the workplace</li> <li>➤ To re-launch the Respect Campaign</li> <li>➤ Develop and deliver Let's Talk – Safe Conversation workshops or managers to facilitate with their teams</li> </ul>
Provide support for the EDI Staff Network Group Chairs	<ul style="list-style-type: none"> <li>➤ To review the Terms of Reference and agreement</li> <li>➤ To develop and agree objectives for the EDI Staff Network Group Chairs</li> <li>➤ To present the Terms of Reference, agreement and objectives to the EDI Programme Board for approval</li> <li>➤ To develop a resource pack for EDI Staff Network Chairs on Managing their network groups</li> <li>➤ To organise 6 weekly meetings with the EDI Staff Network Chairs</li> </ul>



	<ul style="list-style-type: none"> <li>➤ To relaunch the EDI Staff Network Groups across the Trust</li> <li>➤ To attend EDI Staff Network Group Meetings with the EDI Manager</li> </ul>
<p>To review the role of the Divisional EDI Coordinators</p>	<ul style="list-style-type: none"> <li>➤ To review the role profile for the EDI Coordinators</li> <li>➤ To nominate Divisional EDI Coordinators</li> <li>➤ The Divisional EDI Coordinators to attend EDI Implementation Plan meetings</li> <li>➤ To meet with the Divisional Board to agree the EDI objectives for the service area</li> <li>➤ To provide an EDI Implementation Plan Template for the Division</li> <li>➤ To complete the EDI Implementation Plan and submit it to the EDI Team for approval</li> <li>➤ To provide support for the divisions in implementing their Divisional EDI Implementation Plans</li> <li>➤ To develop a Divisional EDI Coordinators Implementation Group that will be chaired by the EDI Manager</li> <li>➤ To attend meetings and submit progress reports on the EDI Implementation Plan</li> <li>➤ To provide updates on the Divisional EDI Implementation Plans to the EDI Programme Board</li> </ul>
<p>To develop Divisional EDI Champions</p>	<ul style="list-style-type: none"> <li>➤ To develop Role profile for Divisional EDI Champions</li> <li>➤ To nominate Divisional EDI Champions</li> </ul>



	<ul style="list-style-type: none"> <li>➤ To attend EDI Champions meetings</li> <li>➤ To attend meetings with the Assistant EDI Manager</li> </ul>
To develop, organise and deliver a range of EDI Listen and learn events/ workshops	<ul style="list-style-type: none"> <li>➤ To develop a timetable of EDI Listening events across the Trust using a variety of platforms/methods</li> <li>➤ To develop, organise and deliver a number of EDI Let's Talk Conversation Workshops for managers to facilitate with their teams</li> </ul>
To develop external partnerships across GM	<ul style="list-style-type: none"> <li>➤ To identify external partner and stakeholders across GM</li> <li>➤ Attend regional and GM meetings</li> </ul>
To review and develop EDI Training and Development programmes at all levels	<ul style="list-style-type: none"> <li>➤ To review the EDI training and development programmes at all levels across the Trust</li> <li>➤ To identify and purchase EDI training from Skill Boosters and Marshalls etc.</li> <li>➤ To undertake an EDI training audit at all levels of the Trust and identify levels of training required for all staff</li> </ul>
To organise an EDI Recognition Awards Event	<ul style="list-style-type: none"> <li>➤ To develop a project plan for the event</li> <li>➤ To present the project plan to the EDI Programme Board for approval</li> <li>➤ To prepare and organise the event</li> <li>➤ To develop a communication and marketing plan for the event</li> <li>➤ To deliver the event</li> </ul>



<p>To review and agree the EDI Communication and Marketing Plan</p>	<ul style="list-style-type: none"><li>➤ To review and update the activities on the EDI Communication and Marketing Plan</li><li>➤ To meet to discuss and agree the EDI Communication and Marketing Plan and process</li><li>➤ To get approval on the EDI Communication and Marketing Plan from the EDI Programme Board for approval</li></ul>
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**5. RESPONSIBLE FOR IMPLEMENTATION**

<b>RESPONSIBILITIES</b>	
<b>Trust Board</b>	Has overall responsibility for the implementation of the EDI Delivery Plan and should have in place robust governance and assurance arrangements. Develop the EDI objectives as part of the corporate strategic planning process.
<b>EDI Sponsor Executive Director</b>	Appointed from the Trust Board and support the Board to embed EDI in its governance and assurance activities.
<b>EDI Sponsor Non - Executive Director</b>	Appointed from the Trust Board and support the Board to embed EDI in its governance and assurance activities
<b>EDI Programme Board</b>	<p>The EDI Programme Board has oversight and scrutiny of the Trust's EDI agenda and is responsible for the approval of the EDI Strategy and annual EDI Delivery Plans, the EDI Annual Reports and meeting our contractual NHS requirements.</p> <p>The EDI Delivery plan will be monitored and reviewed at the EDI Programme Board and a new plan developed in July 2023.</p>
<b>The Divisions</b>	<p>The Divisional Manger is responsible for delivering the Trust's EDI objectives and priorities in their areas of responsibility, through the development and implementation of an Annual Divisional EDI Implementation Plan.</p> <p>This will be led and supported by the appointment of EDI Champions/Coordinators for each department within the Division. The EDI Coordinators will attend quarterly meetings with the EDI Manager that will approve, provide support and guidance for the Divisional EDI Implementation Plans. The EDI Champions will provide support for staff in the workplace and report to the Assistant EDI Manager.</p>



<b>The EDI Team</b>	<p>Will provide support, advice and guidance on all related EDI activities across the Trust.</p> <p>The EDI Manager will report to the EDI Programme Board, develop the EDI Strategy, EDI Annual Report and support the EDI Champions/Coordinators and EDI Staff Network Group Chairs. The EDI Assistant Manager will provide the data and analysis to ensure that the Trust contractual NHS obligations are maintained.</p>
<b>Human Resources Team</b>	<p>Provides support, guidance and advice on all HR related matters for staff and managers across the Trust.</p>
<b>EDI Staff Network Group Chairs</b>	<p>Provides support and guidance for staff from a Protected Characteristic Group across the Trust. To be consulted on trust policies, procedures and strategies.</p> <p>To signpost staff to the HR, Unions or the Freedom To Speak Up Guardians where required.</p>
<b>All Staff</b>	<p>All staff have a personal responsibility to understand and work in line with the Trust's equality, diversity, inclusion and human rights policies.</p>

Novlette Balela OBE Hon.Doc. October 2022

