



The Clatterbridge  
Cancer Centre  
NHS Foundation Trust

# Equality, Diversity & Inclusion Annual Report 2023



WE ARE...  
KIND EMPOWERED RESPONSIBLE INCLUSIVE

# Accessibility Statement

Here at Clatterbridge Cancer Centre, we are committed to providing information in clear and accessible ways to meet the communication needs of all our patients and staff.

To request any of our information or key documents in an alternative format including in larger print, audio or any an additional format, please access our website via the link below:

For further information please contact:



**General Enquiries telephone : 0151 556 5000**



**Email: [ccf-tr.hrccc@nhs.net](mailto:ccf-tr.hrccc@nhs.net)**



**Website address: <https://www.clatterbridgecc.nhs.uk>**



WE ARE...  
KIND EMPOWERED RESPONSIBLE INCLUSIVE

# Contents

1. Summary
2. Introduction
3. Our Legal Duties
4. Equality Delivery System 2
5. Workforce Race Equality Standard
6. Workforce Disability Equality Standard
7. Gender Pay Gap
8. Our Workforce
9. Our Equality Objectives – 2023/2024
10. Conclusion



WE ARE...  
KIND EMPOWERED RESPONSIBLE INCLUSIVE

# 1.Executive Summary

The Clatterbridge Cancer Centre is delighted to present our Equality, Diversity, and Inclusion annual report for 2022/23

Here at Clatterbridge Cancer Centre we committed to promoting equality, diversity, and inclusion in everything that we do. We work hard to ensure that we are adapting our services and implementing changes which will reduce health inequalities. We support our workforce to ensure that everyone has access to the same opportunities and encouragement, so they feel valued and a sense of belonging. We want to make sure that our workforce has a great experience at work, feeling safe, happy, and appreciated, allowing them to be their authentic selves.

We will continue to grow our equality, diversity, and inclusion understanding and support systems, building on the foundations which have been embedded in our organisation. We are extremely proud of the work we have done so far but recognise that this is a journey and there will be changes and challenges ahead. We will continue to ensure that equality, diversity, and inclusion is at the heart of everything we do as we move through those changes and challenges.



WE ARE...  
KIND EMPOWERED RESPONSIBLE INCLUSIVE

## 2. Introduction

The Clatterbridge Cancer Centre NHS Foundation Trust is one of the UK's leading cancer centres providing highly specialist cancer care to a population of 2.4m people across Cheshire and Merseyside, and the surrounding areas, including North Wales and the Isle of Man. Our three specialist cancer centres are in Liverpool city centre, Wirral and Aintree. We also operate specialist chemotherapy clinics in district hospitals across Cheshire and Merseyside and deliver a pioneering Treatment at Home service. Together, this enables us to provide a comprehensive range of inpatient care, advanced radiotherapy, chemotherapy and other systemic anti-cancer therapies, like gene therapies and immunotherapies. We are also the only facility in the UK providing low-energy proton beam therapy to treat rare eye cancers. Additionally, we host the region's Teenage and Young Adult Unit.

As a public sector body, we are governed by the Equality Act, 2010 and the Public Sector Equality Duty (PSED) in relation to our equality responsibilities. Not only is it our legal duty, it is also the right thing to do and we are committed to making a positive difference not only for our patients but also our colleagues, and we believe that everyone has a part to play in adopting a culture of inclusion, belonging and challenging inequality.

This report will highlight the progress we have made in building the foundations to embed equality, diversity, and inclusion into our core business. There is still a long journey ahead and lots of changes to be made, but this is an exciting time to be part of Clatterbridge Cancer Centre, making a positive difference.



WE ARE...  
KIND EMPOWERED RESPONSIBLE INCLUSIVE

## Our mission

Drive improved outcomes and experience through our unique network of specialist cancer care across Cheshire & Merseyside.

## Our values

Our values represent who we are and what we believe in. They define how we act to deliver the best possible care for our patients and shape The Clatterbridge Cancer Centre as a great place to work. We are .....



# 3. Our Legal Duties

## Equality Legislation

The Equality Act (2010) came into force on 1<sup>st</sup> October 2010. It replaces previous anti-discrimination laws with a single Act. The Equality Act (2010) legally protects people from discrimination, harassment, or victimisation in the workplace and in wider society. The Act provides a legal framework to protect the rights of individuals and advance equality of opportunity for all.

## Public Sector Equality Duty

The principles of equality, diversity, and inclusion are integral to all that we do at Clatterbridge Cancer Centre and we want to ensure that we are all working to a consistent standard, and that equality is considered when implementing new and amended services, and workforce practices. We will work hard to

- Eradicate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Encourage and nurture good relations between different groups, learning from each other
- Strive to improve existing practices, embed new initiatives, driving forward our equality and diversity activity

We are continuing to work towards achieving the objectives identified in line with the specific duties of the Public Sector Equality Duty

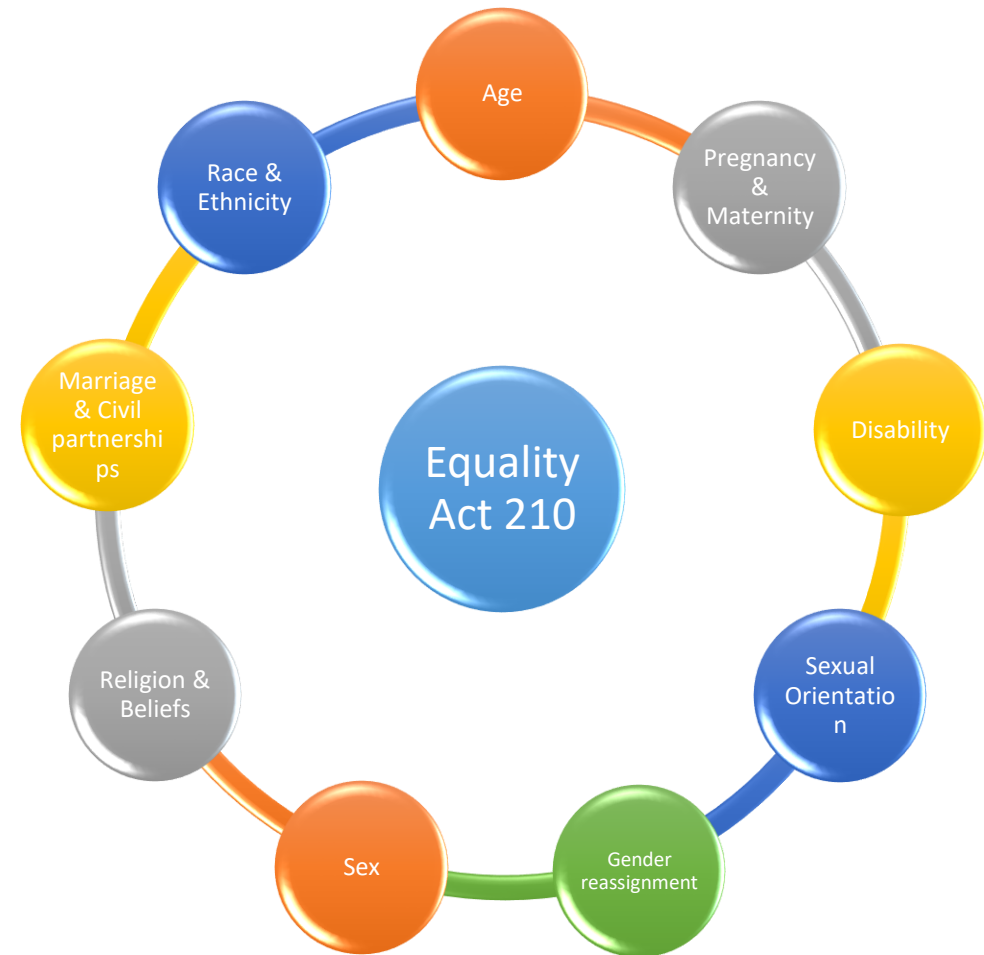


WE ARE...  
KIND EMPOWERED RESPONSIBLE INCLUSIVE

## Protected Characteristics

The Equality Act 2010 brought together previous gender, race and disability duties and extended the protection from discrimination to nine protected characteristics. There are nine protected characteristics in the Equality Act (2010). Discrimination which happens because of one or more of these characteristics is unlawful under the Act. We all have some of these characteristics – for example, sex or age, this means we are all protected by the Act.

Over and above the nine equality groups protected from discrimination under the Equality Act 2010, we also have a duty of care to all our service users and staff, which may be vulnerable to potential discrimination for a range of reasons.





# 4. Equality Delivery System 2

The Equality Delivery System (EDS) for the NHS was made available to the NHS in June 2011. It was formally launched on 11 November 2011. Following an evaluation of the implementation of the EDS in 2012, and subsequent consultation with a spread of NHS organisations, a refreshed EDS is now available. It is known as EDS2. The main purpose of the EDS was, and remains, to help local NHS organisations, in discussion with local partners including local people, review and improve their performance for people with characteristics protected by the Equality Act 2010. By using the EDS, NHS organisations can also be helped to deliver on the public sector Equality Duty (PSED). A review of the EDS2 was undertaken to incorporate system changes and take account of the new system architecture. Through collaboration and co-production and considering the impact of COVID-19, the EDS has been updated and EDS 2022 is now available for live testing during 2022/23. Clatterbridge Cancer Centre will undertake the EDS22 review in 2023/24 and we are beginning to develop our engagement plan for successful implementation of EDS22. This year we have worked with many stakeholders to ensure that the implementation of the EDS2 identifies areas of good practice as well as providing a focus for areas requiring further support and development. Our plans include empowering our staff networks to drive forward a positive change which is supported by the voices of our workforce. We will use the next 12 months to plan our engagement and implementation plan for the ED22, integrating it into the wider equality, diversity, and inclusion work stream.



WE ARE...  
KIND EMPOWERED RESPONSIBLE INCLUSIVE

# 5. Workforce Race Equality Standard (WRES)

The Workforce Race Equality Standard (WRES) was introduced in 2015, independent healthcare providers are required to publish their WRES data. NHS providers are expected to show progress against several indicators of workforce equality, including a specific indicator to address the low numbers of ethnic minority board members across the organisation. Implementing WRES is a requirement for NHS commissioners and NHS healthcare providers including independent organisations, through the NHS standard contract. The WRES consists of nine metrics which consider the fairness of how ethnic minority staff are treated. Trusts must report on the metrics annually and implement an action plan to address any disparities highlighted by the information, to try and close the gap between the experiences of our ethnic minority staff as compared to White staff. Our current WRES report can be found on our trust website here: [Clatterbridge Cancer Centre WRES report 2022](#)

The data which is provided in the WRES report enables us to better understand the experiences of our ethnic minority staff, providing us with the evidence to develop and implement targeted initiatives which will make a positive change and enhance the experiences of our staff. We want to ensure that we are responding to what the data is telling us, applying positive change which will help to build a culture of acceptance, belonging, and strong ally ship.



## Summary of Clatterbridge Cancer Centre Workforce Race Equality Standard 2022

Summary of the Workforce Race Equality Standard 2022			
WRES Indicator	Trust Performance since 2020		National Comparison from 2021 (England average)
Indicator 1: Representation	Improved	From 6% to 6.7%	22.4% (NW 13.3%)
Indicator 2: Likelihood of white staff being appointment (ratio)	Declined	1.06% to 1.31%	1.61
Indicator 3: Likelihood of disciplinary action (ratio)	Unchanged	0%	1.14
Indicator 4: Access to training and CPD (ratio)	Improved	1.15% to 1%	28.9%
Indicator 5: Bullying and harassment from: A: patients/service users B: Staff (staff survey results)	A: Declined B: Improved	12.50% to 20.40% 20% to 16.3%	28.8%
Indicator 6: Fairness in career progression (staff survey results)	Improved	45% to 53.1%	69.2%
Indicator 7: Experience of discrimination (staff survey results)	Declined	5.4% to 12.2%	16.7%
Indicator 8: Board voting membership	Improved	14.29% to 26.7%	12.6%



## Summary of Clatterbridge Cancer Centre Workforce Race Equality Standard 2022

The trust will continue to review experience of our ethnic minority staff, and in collaboration with our Ethnic Diversity staff network, we will create a robust action plan to support our staff which we will deliver over the next 12 months. The data summary is relatively positive although there are some areas of concern in which we will take action to address. The data shows that's:

- There is an improvement in our representation across the wider workforce but also at board level, which is positive, although there is a need to continue growing the diversity of our workforce to ensure that we are representative of society, but also that we have a diverse range of thoughts and voices, greater innovation and creativity, and a wider pool of talent.
- There was a significant increase in staff who experienced bullying, harassment from patients/service users and we will not tolerate any form of bullying or harassment towards our staff. We will work hard to understand the reasons behind this increase and ensure that we are taking action to prevent this from happening.
- There was also an increase in the number of staff who experienced discrimination at work from managers/team leader or other colleagues and again, we will be taking action to end this behaviour, encouraging an inclusive culture.



# 6. Workforce Disability Equality Standard (WDES)

The NHS Workforce Disability Equality Standard (WDES) came into force on 1 April 2019 and is a set of specific measures (metrics) that assists NHS organisations to compare the experiences of disabled and non-disabled staff. This information is then used by organisations to develop a local action plan and enable them to demonstrate progress against the indicators of disability equality. The WDES data is so important since evidence suggests that a motivated, included, and valued workforce helps to deliver high quality patient care, increased patient satisfaction and improved patient safety. The WDES plays a part in supporting positive change for our workforce, encouraging a more inclusive environment for staff with a disability working in the NHS. The current WDES report can be found on our trust website: [Clatterbridge Cancer Centre WDES Report 2023](#)

The WDES is essential research which confirms that a motivated, included, and valued workforce helps to deliver high quality patient care, increased patient satisfaction and improved patient safety. It encourages positive change for our employees, supporting a more inclusive working environment for staff with a disability who work in the NHS. The data provided will help us to better understand the experiences our staff with disabilities have at Clatterbridge Cancer Centre, helping us to enhance these experiences, making it a great place to work.

## Summary of Clatterbridge Cancer Centre Workforce Disability Equality Standard 2022

Summary of the Workforce Disability Equality Standard 2022			
WDES Indicator	Trust Performance since 2020		National Comparison from 2021 (England average)
Indicator 1: Representation	Improved	From 3.14% to 4.07%	3.7% report having a disability
Indicator 2: Likelihood of non-disabled staff being appointment (ratio)	Declined	0.86% to 1.51%	1.11
Indicator 3: Likelihood of disciplinary action (ratio)	Unchanged	0%	1.94
Indicator 4: Bullying, harassment 1. From patients 2. From line manager 3. From other colleagues 4. Was it reported? (staff survey results)	Declined Improved Declined Declined	14.3% to 16.5% 17.9% to 16.7% 22.5% to 24.7% 45.8% to 42.6%	1. 31.9% 2. 18.5% 3. 25.6% 4. 47%
Indicator 5: Fairness in career progression (staff survey results)	Declined	54.7% to 54.5%	78.4%
Indicator 6: Pressure to come into work (staff survey results)	Improved	29.0% to 25.8%	32.2%
Indicator 7: Feeling Valued (staff survey results)	Declined	45% to 43%	32.6%
Indicator 8: Adequate adjustments	Declined	71.6% to 71.4%	76.6%
Indicator 9: Staff engagement (staff survey results)	Unchanged	7	6.4
Indicator 10: Board membership	Improved	6.67%	3.7%



## Summary of Clatterbridge Cancer Centre Workforce Disability Equality Standard 2022

The metrics have been developed to capture information relating to our staff who have a disability, and we will continue to ensure that we are listening and engaging with our staff to improve their experiences.

- The percentage of staff with a disability experiencing harassment, bullying or abuse in the last 12 months from patients/service users and other colleagues has increased. This is unacceptable and we will continue to support our staff and implement new initiatives to ensure that this does not happen.
- Indicator 6 shows an improvement in the number of staff who feel pressure to come to work from their manager, despite not feeling well. Although there is an improvement, we need to work hard to ensure that none of our staff feel any pressure to come to work if they are unwell.
- There is a slight decrease in the percentage of staff who feel the trust values their contributions. We will work to improve this over the next 12 months, collaborating with our staff networks to understand the experiences of our staff, providing support and development to all our staff so that they feel valued and appreciated.



# 7. Gender Pay Gap

On 31 March 2017 it became a legal requirement for employers with more than 250 employees to annually publish their gender pay gap. This report provides information about the gender pay gap at Clatterbridge Cancer Centre. Gender Pay Gap reporting is a statutory requirement and provides context to help the trust understand our findings and to take steps to reduce any potential for gender inequality. It is important to recognise that the gender pay gap differs to equal pay. Equal pay is in relation to pay differences between men and women who carry out the same job for different pay, which is unlawful. The gender pay gap shows the difference in average pay of all men and the average pay of all women employed by the Trust. It is therefore possible to have genuine pay equality but still have a gender pay gap. The report summarises the Trust pay gap data based on the gender split of the organisation in line with the government's gender pay gap reporting regulations ahead of submission of 31st March 2023.

The gender pay gap stands at 23.8%, but we are confident that the gender pay gap is not because of paying men and women differently for the same or equivalent job role. We accept that there is more work to be done to support our female colleagues, although our female representation remains high in most senior clinical roles. However, this year we have seen a significant difference in the bonus pay gap, with the mean and median pay gap reducing and the gender disparities in the mean and median pay gap are balanced. The consultant workforce has a greater proportion of males to females across the whole of the NHS, therefore limiting the pool of applicants available to these types of roles. The Trust recognises the



requirement to improve greater male representation in both clinical and non-clinical roles at less senior levels, in order to achieve a more gender equal workforce and this will take time to achieve. Our long-term goal is to attain gender balance across our workforce, as well as at the most senior levels within our Trust. This will make a significant contribution to the reduction in gender pay gaps and gender occupational segregation across some of our staff groups.

We have initiated a range of activities which will support closing the gender pay gap to support our ambition for The Clatterbridge Cancer Centre to be the best place to work, attracting, retaining, valuing, and supporting our people.



WE ARE...  
KIND EMPOWERED RESPONSIBLE INCLUSIVE

# 8. Our Workforce

## Staff Networks

Clatterbridge Cancer Centre is committed to building a caring, compassionate, and diverse culture in which staff come to work in a supportive environment. We want to understand how it feels like to work at Clatterbridge Cancer Centre so that we can ensure our staff feel cared for, listened to and valued. The development of our equality staff networks offers staff groups a place to come together in a safe space, creating connections, having a shared purpose, interests, and sense of belonging for our members. They will give staff the opportunity to share problems, ideas, knowledge, solutions etc.

The Networks will become a powerful voice and a source of positive change, enabling members to play their full part individually and collectively in the organisation, supporting the leadership team and the decision making across the organisation. Each network is engaged and committed to working towards driving forward a positive change.

**The Ethnic Minority Staff Network** has been an active network, creating a logo so staff can identify the network. They have produced a video about inclusion which is featured on the organisational website. They carried out an audit with the wider workforce to gain an understanding of the religious needs of some staff, providing them with prayer mats. They have developed plans to introduce a reverse mentoring

programme into the organisation, which is due to begin in May 2023, engaging with the senior leadership team to gain support and participation in the programme. Some members also attended the 'Liverpool against Racism' event. The network is currently developing a cultural cookbook, asking staff to provide recipes from around the world, celebrating the diversity of our workforce and our city.

**The Disabilities and Long-term Conditions staff network** has 22 members and remain an extremely positive group. A new chair has been appointed and the network are developing an action plan which they will hope to implement over the next 12 months. They designed a logo and pin badge which helps raise awareness and promote the network. They continue to engage with the communications department, ensuring that all awareness days are promoted to the wider workforce, raising the profile of the network, and educating staff.

**The LGBTQIA+ staff network** developed a Rainbow badge initiative which was implemented across the organisation. The initiative asked staff to pledge to become an ally for LGBTQIA+ staff and patients. It was a huge success and many people signed up to the pledge. An Ally programme was also developed to help inform staff about how they could become allies and standing up and supporting their LGBTQIA+ staff colleagues. The network continues to raise awareness of LGBTQIA+ issues and has actively promoted the use of pronouns within the organisation to increase visibility of LGBTQIA+ inclusion. The members of the network attended Liverpool PRIDE 2022 and are planning to attend Liverpool PRIDE 2023 to represent Clatterbridge Cancer Centre. They are designing Clatterbridge Cancer Centre merchandise that they hope to sell at the PRIDE event raising money for the Cancer Charity. Some members of the LGBTQIA+ staff

network produced a video to highlight the importance of the staff networks and the positive changes that can be achieved to improve the experiences of staff

## **Staff Survey**

The NHS Staff Survey is one of the largest workforce surveys in the world and it is carried out every year to improve staff experiences. We achieved a 65% response rate to our Staff Survey with staff taking their time to tell us about their experiences of working at Clatterbridge Cancer Centre. Although, this is a great response, we will work hard to improve this response rate over the next 12 months, encouraging more colleagues to complete the survey, providing them with the chance to tell us about their experiences of working at Clatterbridge Cancer Centre. We have made some great progress, creating positive improvements which support us working towards making Clatterbridge Cancer Centre a great place to work.

The results are extremely positive, showing that we are a compassionate and inclusive organisation but we still have a lot of work to do to ensure that our staff feel safe, included, and have a voice that counts. We will continue to engage with our workforce so that they feel motivated, involved, and valued. Over the next 12 months we will work towards ensuring staff understand the importance of the staff survey, sharing the results, and listening so that we have a deeper understanding of what it feels like working at Clatterbridge Cancer Centre.

# 9. Equality Objectives 2023/2024

## **Performance delivery:**

- Focus on our current position using our equality data to inform our approach
- Focus on three key areas for improvement, continuously review and evaluating progress
- Use the staff networks to understand the impact of the improvement initiatives
- Ensure that we are continuously assessing risks related to equality, diversity, and inclusion and reporting back to trust board

## **Inclusive recruitment and progression practices and increased representation:**

- Review current practices and policies making sure that they are inclusive
- Work with staff networks to support the recruitment review
- Work with Learning & Development to support career progression initiatives
- Engage with local communities, higher education institutes and widening participation initiatives



- Work to address discrimination, promoting the trust policies, supporting the Freedom to Speak Out Guardian to ensure staff feel safe and able to speak out
- Develop a communications strategy to promote equality, diversity, and inclusion within the trust

### **Leadership and culture of inclusion and belonging:**

- Work together to support managers so they can better support their staff
- Support the development and empowerment of the staff networks
- Develop opportunities for staff from underrepresented groups, supporting their leadership progression, talent succession



WE ARE...  
KIND EMPOWERED RESPONSIBLE INCLUSIVE

# 10. Conclusion

Clatterbridge Cancer Centre commences 2023 with a strong leadership commitment to equality, diversity, and inclusion. We have made some steady progress which is reflected in our staff survey results. Although we have still got work to do, and during the next 12 months we will focus on improving and enhancing the experiences of our staff. We want to ensure that we are understanding the deeper detail, which is presented in the data, whilst listening to the narrative provided by our staff, allowing us to focus our attention on areas which need the greatest support.

It is an exciting time at Clatterbridge Cancer Centre, and we are ready to make some valuable changes which will impact on our workforce and the patients we care for.



WE ARE...  
KIND EMPOWERED RESPONSIBLE INCLUSIVE



WE ARE...  
KIND EMPOWERED RESPONSIBLE INCLUSIVE