



Manchester University
NHS Foundation Trust

Public Sector Equality Duty (PSED) Annual Equality Information Report

January - December 2025





Foreword

Glossary

Diversity Matters
Strategy

Improved patient access, safety
and experience

A representative and
supported workforce

Inclusive Leadership



The control bar at the bottom of the page can be used to navigate the report. Simply click an icon or section to jump to that section. You can also read the complete Diversity Matters Strategy at any point by selecting the Diversity Matters logo.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



I am pleased to introduce Manchester University NHS Foundation Trust's (MFT) Public Sector Equality Duty (PSED) Annual Equality Information Report for 2025. This report sets out how we are meeting our statutory responsibilities under the Equality Act 2010 and how Equality, Diversity and Inclusion (EDI) continues to shape the way we care for our patients, support our workforce and engage with the communities we serve.

MFT exists to improve health and quality of life for our diverse population across Manchester and Trafford. We serve communities with wide-ranging needs, experiences and outcomes, and tackling health inequalities, improving access to care and ensuring dignity, safety and respect for all remain central to our purpose. This report shows how these commitments have been translated into action across patient care, research, workforce development and leadership during 2025. Throughout the year, the Trust has strengthened equitable access to services, including improvements to interpretation and translation, the Accessible Information Standard and the development of more inclusive, community-based and person-centred models of care. Services across maternity, mental health, diagnostics, safeguarding and specialist pathways demonstrate a sustained focus on reducing barriers and improving access, experience and outcomes for people who experience disadvantage. Our focus remains not only on activity, but on delivering measurable improvements in access, experience and outcomes for our patients, our people and the communities we serve.

Our workforce is fundamental to delivering compassionate, high-quality care. The report highlights progress in supporting a representative and supported workforce, including action through the Workforce Race Equality Standard, Workforce Disability Equality Standard and pay gap reporting. We have continued to invest in inclusive recruitment, career development, reasonable adjustments, sexual safety and staff wellbeing, while strengthening the role of staff networks and allies. The data also clearly identifies where further action is required, particularly in senior representation, staff experience and equality of opportunity. Inclusive leadership underpins this work.

During 2025, we continued to embed inclusive and compassionate leadership behaviours through development programmes, executive sponsorship and strengthened governance. Board and senior leaders remain accountable for understanding inequality, reducing unfavourable impacts and ensuring equality considerations inform decision-making at every level. We are clear that addressing inequality is a core leadership responsibility, and progress in this area is integral to how we assess performance and deliver our organisational priorities.

This report reflects the collective effort of colleagues across MFT, alongside our patients, service users, partners and community organisations. Their engagement and challenge are essential in helping us understand where we are doing well and where we must do better. While meaningful progress has been made, we recognise that advancing equality requires sustained focus and continued action. Guided by our Diversity Matters Strategy, aligned to our Trust Strategy, Where Excellence Meets Compassion, we remain committed to learning, listening and acting to build a more inclusive, equitable and compassionate organisation for all.



Mark Cubbon
Trust Chief Executive



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



AIS - Accessible Information Standard

BAME - Black and Asian Minority Ethnic

BRAG - Black Asian and Minority Ethnic Research Advisory Group

CAMHS - Child and Adolescent Mental Health Services

CPD - Continuing Professional Development

CQC - Care Quality Commission

CSS - Clinical and Scientific Services

DPUF - Disabled People's User Forum

EDI - Equality, Diversity and Inclusion

EDHR - Equality, Diversity and Human Rights Week

EDS - Equality Delivery System

EIA - Equality Impact Assessment

ESR - Electronic Staff Record

FTSU - Freedom to Speak Up

CEA - Clinical Excellence Awards

LGBTQ+ - Lesbian, Gay, Bisexual, Trans, Queer + Community

LCO - Local Care Organisation

MDT - Multi Disciplinary Team

MSK - Musculoskeletal

MCS - Managed Clinical Service

MFT - Manchester University NHS Foundation Trust

MREH - Manchester Royal Eye Hospital

MRI - Manchester Royal Infirmary

NIHR - National Institute for Health and Care Research

NMGH - North Manchester General Hospital

NICE - National Institute for Health and Care Excellence

PARS - Physical Activity Referral Scheme

PSED - Public Sector Equality Duty

RMCH - Royal Manchester Children's Hospital

SARC - Sexual Assault Referral Centre

SMH - Saint Mary's Hospital

UDHM - University Dental Hospital of Manchester

VCFSE - Voluntary, Community, Faith and Social Enterprise

WDES - Workforce Disability Equality Standard

WRES - Workforce Race Equality Standard

WTWA - Wythenshawe, Trafford, Withington, Altrincham hospitals

WMTM - What Matters to Me



Manchester University NHS Foundation Trust (MFT), established in October 2017, is one of the largest NHS Foundation Trusts in England. With over 31,000 staff, it oversees ten hospitals and community services across Manchester and Trafford on seven sites. MFT offers a broad spectrum of services, ranging from local general hospital care to specialised regional and national services.

This **Equality Information Report** provides evidence of how MFT is meeting the three aims of the [Public Sector Equality Duty \(PSED\) of the Equality Act 2010](#). The three aims of the general duty are to make sure that public authorities have **due regard** to the need to:

1. Put an end to unlawful behaviour that is banned by the Equality Act 2010, including discrimination, harassment and victimisation
2. Advance equal opportunities between people who have a protected characteristic and those who do not
3. Foster good relations between people who have a protected characteristic and those who do not

This report details the work done between January and December 2025 to promote **Equality, Diversity and Inclusion (EDI)** among the patients, service users and workforce at MFT, aligning with the objectives of our [Diversity Matters Strategy](#) and our vision to improve the health and quality of life of our diverse population by building an organisation that:

- ✓ **Excels** in quality, safety, patient experience, research, innovation and teaching
- ✓ **Attracts**, develops and retains great people
- ✓ Is **Recognised** internationally as a leading healthcare provider

There are 9 Protected Characteristics Covered by the Equality Act 2010:



Our Hospitals



Manchester University
NHS Foundation Trust

This report highlights our 2025 performance, showcasing examples of practice across the Trust's Clinical Groups and Services. It also covers the diversity of our patients, service users, staff and leadership.



----- Specialist Hospitals -----



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Our Year at a Glance

Work Experience team accredited with the Health Education England Quality Standard Gold Award for the second time.



Interpreter on Wheels pilot launched, improving real-time communication in clinical settings.



Sickle Cell & Thalassemia Centre earned Highly Commended at the HSJ Awards for tackling health inequalities.



Expanded reasonable adjustments support, including a Trust-wide toolkit and manager training.



Implemented PSIRF, embedding compassionate, learning-focused patient safety responses.

Pride Network of the Year at the 3rd Annual Gaydio Pride Awards, the largest LGBTQ+ ceremony outside London.



Expanded chaplaincy and multi-faith engagement, supporting diverse beliefs and identities.



Expanded Community Diagnostic Centres, improving access to diagnostics closer to home.



Expanded Freedom to Speak Up equality monitoring, improving inclusivity, confidentiality and data quality.



161,740 interpretation and translation interactions delivered across 136 languages and dialects, including BSL, Easy Read and Braille.



Increased diversity in genomics research, recruiting over 2,000 volunteers from ethnically diverse backgrounds.



Launched a new Staff Network Model, including the establishment of the Women's Staff Network and a Transgender & Gender Diverse staff support group.



SMH cared for over 16,500 women annually across three maternity units, with around 52% from Global Majority backgrounds.



Promoted HIV awareness and stigma reduction, achieving HIV Confident Organisation status.



Delivered Dyslexia Awareness Week, improving understanding of reasonable adjustments and inclusive workplaces.



Developed MediCinema project, creating an accessible wellbeing space for patients, families and staff.



LGBTQ+ Inclusion Plan developed embedding inclusive practice across workforce policies, leadership and systems.



Implemented Oliver McGowan Mandatory Training, strengthening care for people with learning disabilities and autism.



Home-based COPD research embedded in community services.



Equitable CAMHS access for looked-after children, preventing delays during placement moves.



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity

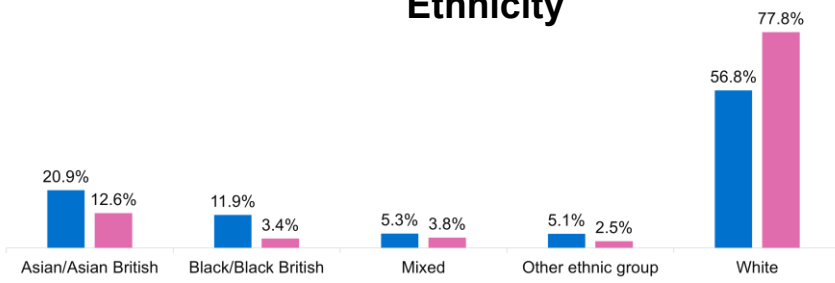


We are the main provider of hospital care to approximately 750,000 people in Manchester and Trafford and the single biggest provider of specialised services in the Northwest of England. The graphs, based on 2021 Census data, guide MFT in customising care with key population insights, optimising services for better patient outcomes.

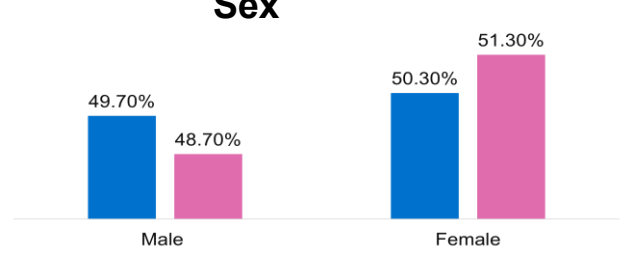
Manchester

Trafford

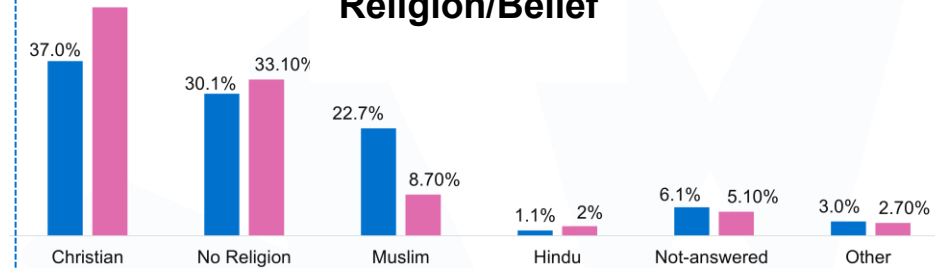
Ethnicity



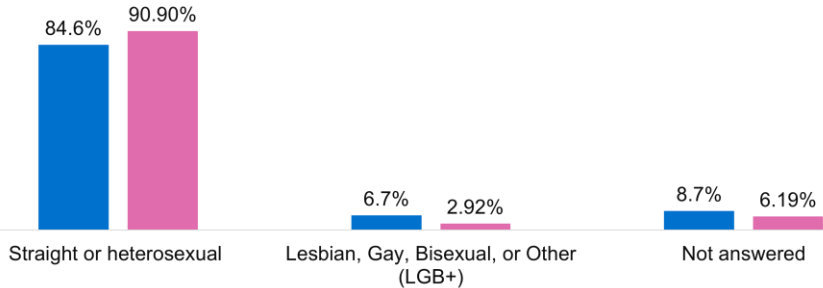
Sex



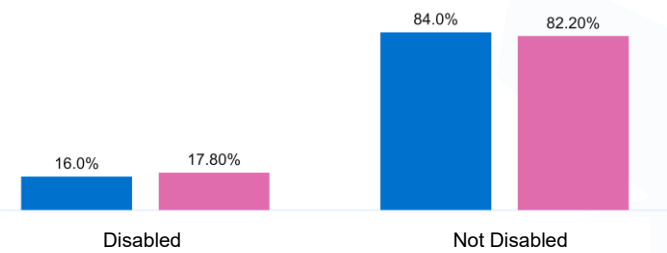
Religion/Belief



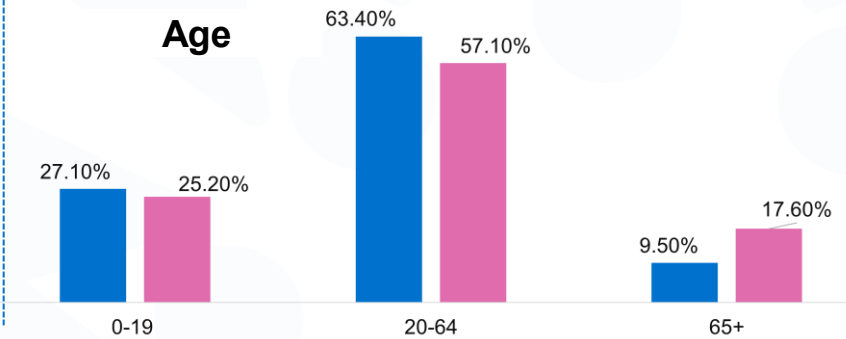
Sexual Orientation



Disability



Age



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



MFT Strategy and EDI Actions

The Trust is dedicated to improving the health and quality of life for our diverse communities. To achieve this and address the challenges ahead, the Trust has created a new organisational strategy for **2024-2029: Where Excellence Meets Compassion**. The strategy includes EDI actions to foster equity and inclusivity in both patient care and workplace culture.

MFT
STRATEGY
AIMS
2024-29



TRUST STRATEGY - EDI ACTIONS

Improve equity, access and the quality of care in our maternity services by developing personal care pathways for women and families who we know have poorer outcomes.

Address health inequalities by working with under-served communities to improve things like bowel cancer screening, hypertension and diabetes services

Develop strong relationships with our communities so that we can work together on research and innovation which addresses the issues that matter most to people and improve the diversity of people participating

Implement plans to reduce pay gaps with respect to race, disability and gender, fulfilling and, where possible, exceeding obligations for all staff with protected characteristics.

Ensure that every team has effective ways of engaging and involving all staff in decisions which affect them, to listen to their ideas and learn from their experience, so that we can improve services for patients and their families and the working lives of staff.

Update priorities and plans within the MFT Equality, Diversity and Inclusion (EDI) strategy Diversity Matters, ensuring that everyone has a personal objective on EDI appropriate to their role

Embed fair and inclusive recruitment practices that promote diversity at all levels, target under-represented groups and ensure that careers in healthcare are open to all. Improve representation of people from an ethnic minority background at senior levels.

Respond to issues raised in staff surveys, workforce equality standards and listening events by co-producing MFT-wide improvement plans



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



The Diversity Matters Strategy



Manchester University
NHS Foundation Trust

In 2019, the Trust published '[Diversity Matters](#)' strategy, aiming to embed an equitable and inclusive approach, ensuring an appropriate, efficient and effective culture, when providing services for our patients and service users and developing workplace excellence. The strategy is central to the Trust's Vision of 'improving health and well-being for our diverse population' and provides a framework for improving policies, processes and practices. The Diversity Matters strategy is due to be refreshed soon and consultation has taken place with our patients, service users and workforce, to improve how we will deliver the three aims below for the next four years.

**MFT
STRATEGY
AIMS
2024-29**



**DIVERSITY
MATTERS
STRATEGY
AIMS**

1. Improved patient access, safety and experience

The results we are aiming for:

- ✓ Everyone who needs to can use Trust services.
- ✓ Individual people's health and care needs are met.
- ✓ When people use Trust services, they are free from harm.
- ✓ People report positive experiences of Trust services.

2. A representative and supported workforce

The results we are aiming for:

- ✓ Staff are free from harassment, bullying and physical violence.
- ✓ Staff believe that the Trust provides equal opportunities.
- ✓ Staff recommend the Trust as a place to work and receive treatment.

3. Inclusive leadership

The results we are aiming for:

- ✓ Board members and senior leaders demonstrate their commitment to equality, diversity and inclusion.
- ✓ Board and Committee papers will identify equality-related impacts and how unfavourable effects will be reduced.



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Diversity Matters Strategy - Aim 1

Improved Patient Access, Safety & Experience



Manchester University
NHS Foundation Trust



This section highlights:

- Use of demographic data to understand and meet diverse patient needs, ensuring safe, equitable, person-centred care.
- Actions to improve accessibility and communication, including interpretation, translation, Easy Read and AIS compliance.
- Ongoing review of policies, pathways and service design to reduce barriers, prevent harm and address inequalities.
- Targeted initiatives to improve access, safety and experience for disadvantaged groups.
- Use of partnerships, research, engagement and innovation to improve access, reduce inequalities and outcomes.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

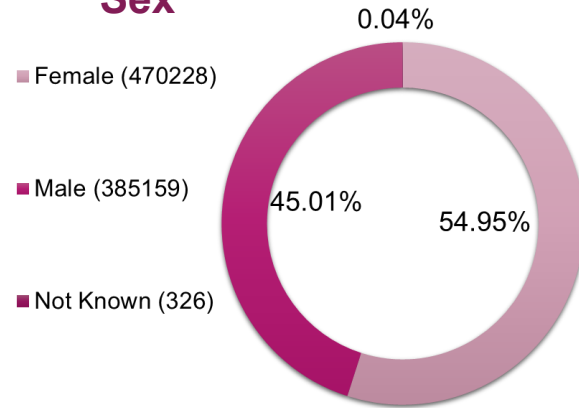
Celebrating Diversity



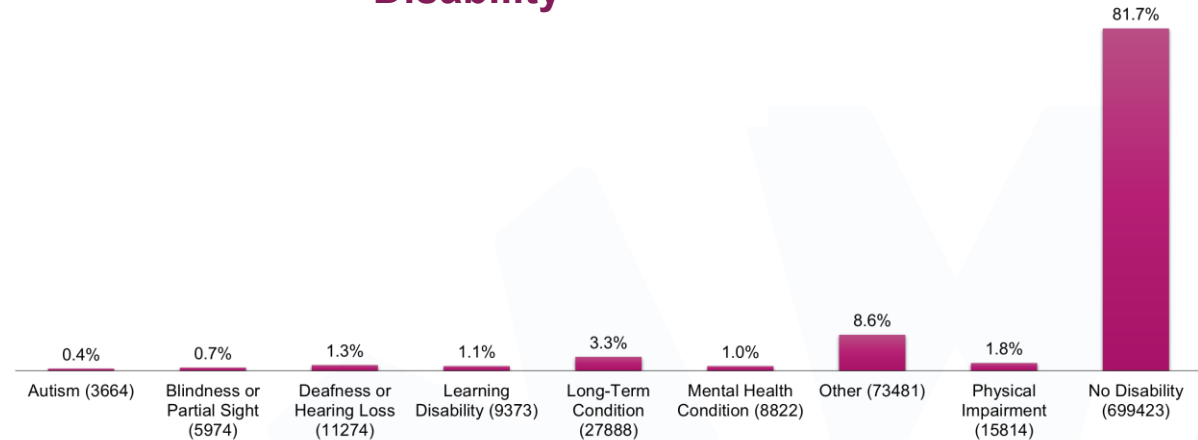
Diversity of Our Patients

The Trust recognises the diverse needs of our patients and service users and tracks demographic data to ensure safe and effective healthcare. By showcasing the diversity of patient demographics, we demonstrate our commitment to the PSED, ensuring that we actively eliminate discrimination, advance equality of opportunity and foster good relations across all communities in our care. The charts below depict the diversity of our patients and service users in 2025:

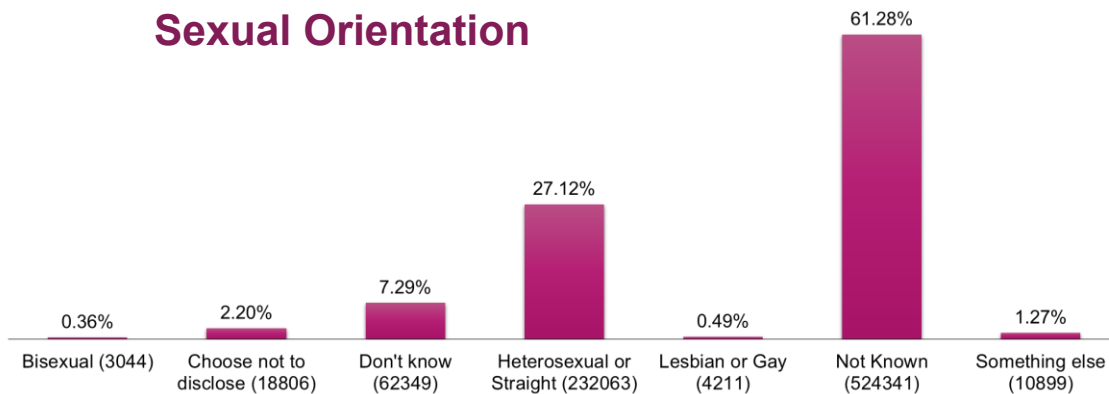
Sex



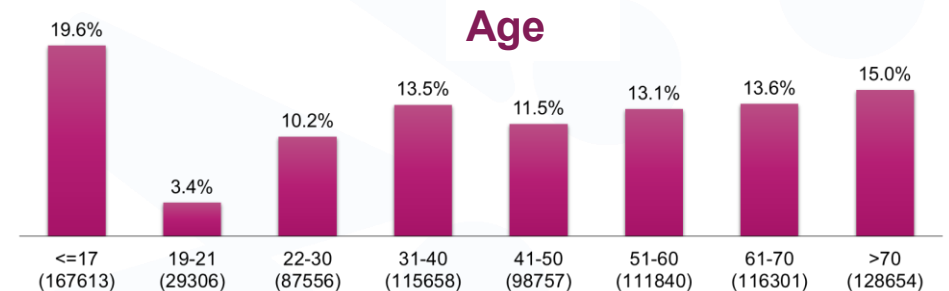
Disability



Sexual Orientation



Age



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

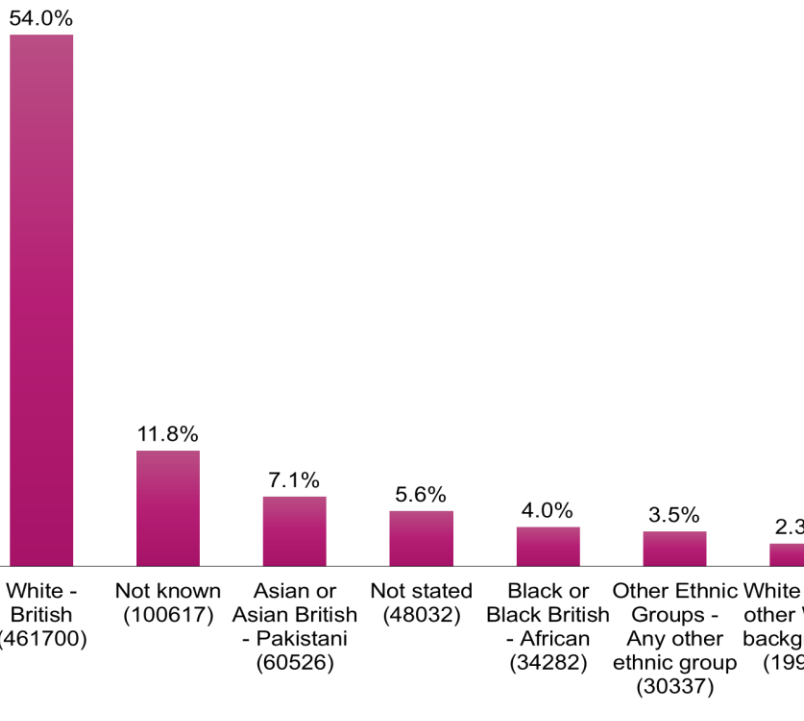
Celebrating Diversity



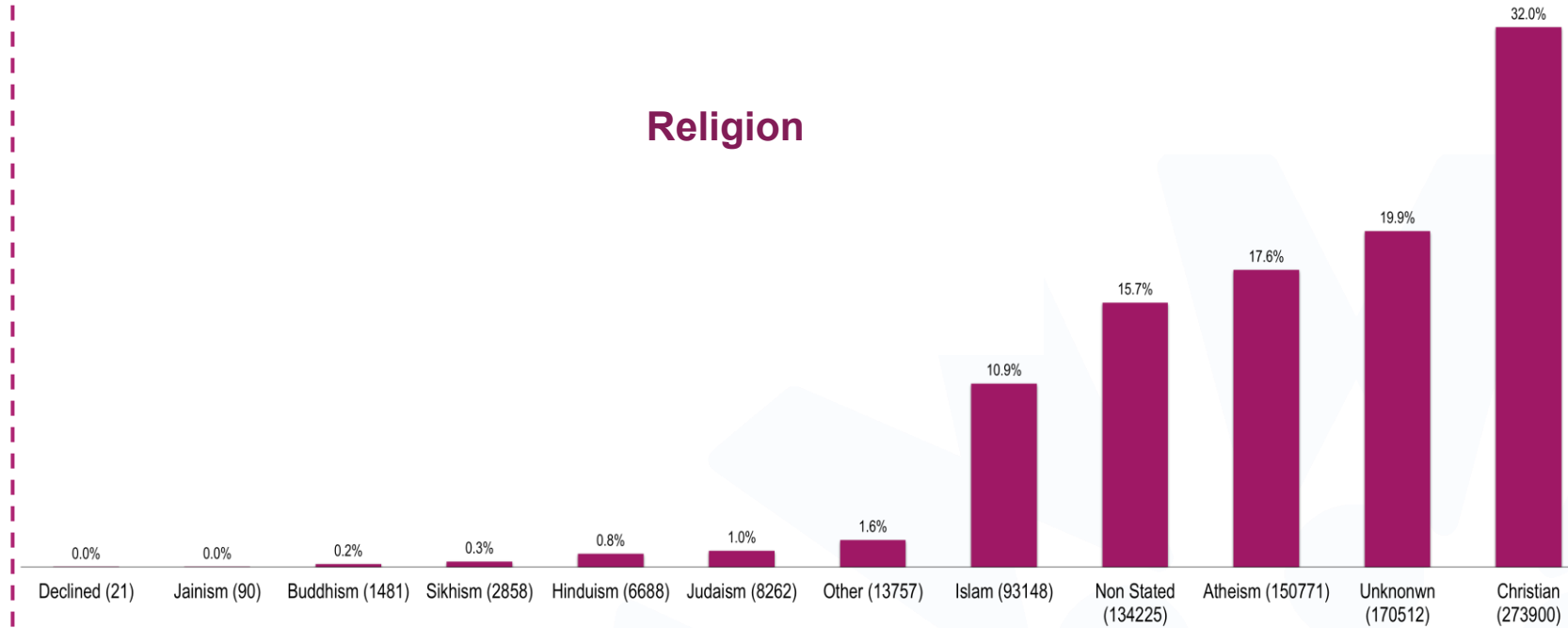
Diversity of Our Patients

The Trust recognises the diverse needs of our patients and service users and tracks demographic data to ensure safe and effective healthcare. By showcasing the diversity of patient demographics, we demonstrate our commitment to the PSED, ensuring that we actively eliminate discrimination, advance equality of opportunity and foster good relations across all communities in our care. The charts below depict the diversity of our patients and service users in 2025:

Ethnicity



Religion



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Improving Accessibility

Patient Advice and Liaison Service (PALS) and Complaints Services

The PALS & Complaints service provides confidential support to patients, families and visitors raising concerns about care. The team has improved accessibility by updating leaflets in multiple languages, enhancing website content and ensuring reasonable adjustments for people with disabilities, learning difficulties, autism or communication needs. These actions reduce barriers and ensure all patients can raise concerns equitably.

PALS & Complaints actively engage with diverse stakeholders, including the Disabled People's Users Forum, Learning Disability Steering Group and Health Literacy Group. Training for staff focuses on clear, patient-centred communication, while data on patient concerns is used to identify safety and inequality priorities. This ensures all patient groups can access services and have their concerns addressed fairly.

Collaboration with public health, risk management and external partners such as Henshaws strengthens trust and confidence in the service. Peer review by the Shelford Group confirmed MFT as highly accessible, with improvements in data capture demonstrating greater engagement from diverse patient populations. These measures promote inclusion, transparency and constructive dialogue between patients and staff.

Contact the PALS team by pals@mft.nhs.uk or call 0161 276 8686. You can also [download a copy of the PALS leaflet](#) or [an easy-read version of our PALS leaflet](#).



Patient
Experience
Matters

Listening and
Responding to:
Compliments
Comments
Concerns
Complaints

Easy Read



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Use of Interpretation & Translation Services at MFT in 2025

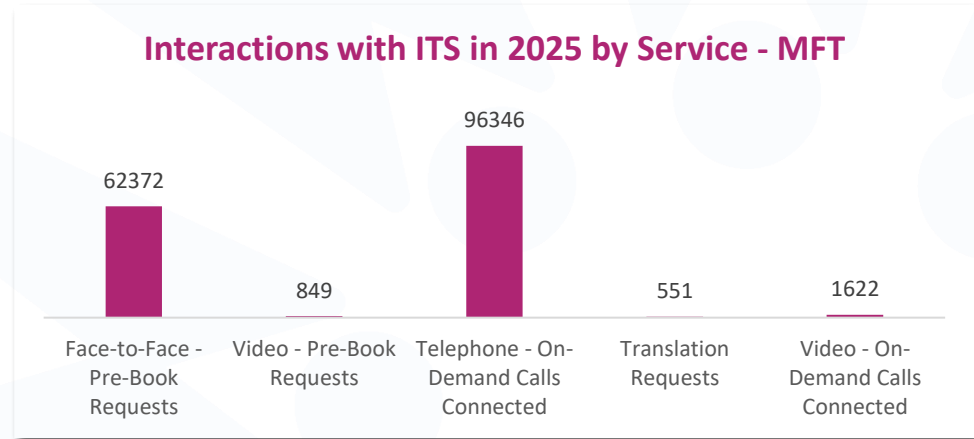
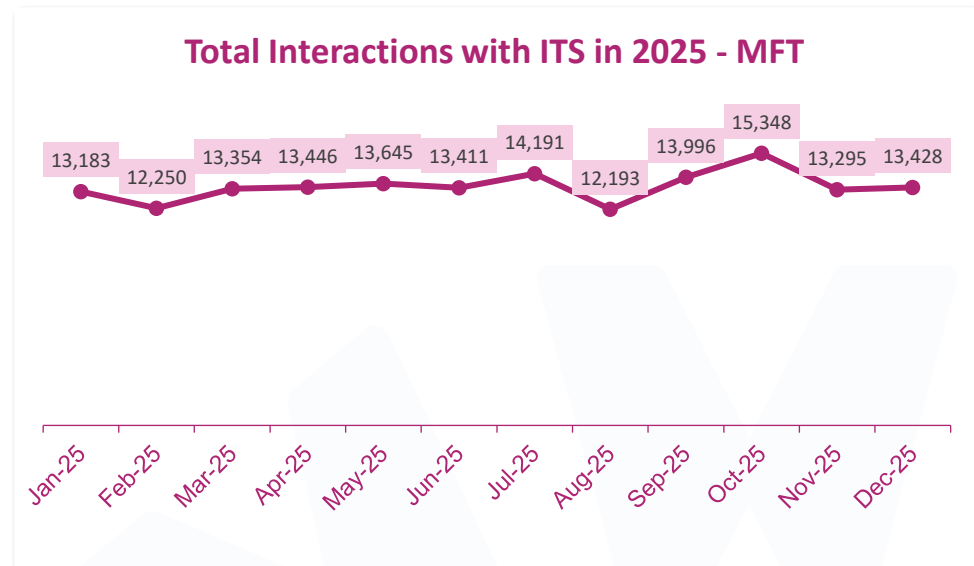
The ITS manages interpretation and translation bookings across MFT, supporting the PSED by ensuring equal access to healthcare for patients with language barriers.

By coordinating services with departments, inhouse interpreters and the Trust's external provider, it helps eliminate discrimination and promote equality of opportunity for all patients.

The following systems are used to fulfil these requests:

- Face-to-Face/Video interpreters pre-booked using ITAMS and managed by the ITS Admin Team
- Calls with Telephone Interpreters are made on-demand using the service provided by Dals
- Requests for written translations are made by contacting the ITS Admin Team via email
- During 2025, MFT began a trial of on-demand video calls using the service provided by Dals

161,740	Interactions, with requests for 136 languages and dialects, for Patients, their families and carers across the Trust.
62,372	Requests for a pre-booked Face-to-Face interpreter
551	Requests for written translations for texts to be translated to/from 54 languages, including Braille and Easy Read English.
849	Requests for a pre-booked Video interpreter.
96,346	Phone calls with a telephone interpreter took place, for a total of 1,822,669 minutes (over 1,265 days).
1,622	On-demand Video calls with an interpreter took place, for a total duration of over 41,000 minutes (over 28 days)
2,332	Requests for a BSL interpreter



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Enhancing Access and Inclusion Through Easy Read Communications



The Adult Safeguarding, Learning Disabilities, and Autism Team provides easy read communications to ensure that patients with learning disabilities and autistic people can access healthcare information equitably.

Clear, simple language, supportive imagery and multiple formats (easy read, large print, audio, digital) remove barriers that could otherwise result in indirect discrimination, misunderstandings or exclusion from care. This approach meets the Equality Act 2010 duty to make reasonable adjustments and protects patients from potential harassment, victimisation or disadvantage.

Easy read materials empower patients to understand appointments, consent processes, treatments and follow-up care independently, supporting informed decision-making and engagement in their own care. By making information accessible, the LD&A team encourages participation in forums, surveys, co-production groups and patient councils, ensuring that traditionally underrepresented patients can contribute meaningfully to shaping services.

Embedding easy read communications promotes a culture of inclusion, empathy and mutual respect among staff, patients, carers and the wider community. Co-production with patient and carer groups ensures materials are user-centered and culturally appropriate, improving trust and relationships. Staff training further reinforces understanding of diverse communication needs, supporting a healthcare environment that values dignity, independence and equality for all.



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Interpreter on Wheels

Interpretation & Translation Service (ITS)



Manchester University
NHS Foundation Trust

In August 2025, the Trust launched a three-month pilot of an on-demand video interpreting service “Interpreter-on-Wheels”, with 15 devices deployed across 17 clinical areas.

The service provides rapid access to professional interpreters, improving communication, reducing delays and enhancing patient experience, particularly for those with limited English proficiency.

Feedback from staff was highly positive, with clear improvements reported in communication, timeliness of care and overall quality and safety.

The service also supported greater efficiency and flexibility in clinical practice.

Due to strong engagement and demonstrated benefits, the pilot was extended and access expanded to Trust-owned devices and desktops, increasing uptake across services.

Following its success, approval has been granted for a full Trust-wide rollout in 2026. Implementation planning, including deployment and staff training, is underway.



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Accessible Information Standard (AIS)

The AIS is a statutory requirement for all NHS and publicly funded adult social care providers to identify, record, flag, share, meet and review the information and communication support needs of people with disabilities, impairments or sensory loss. AIS ensures that patients, service users, carers and parents can access, understand and act on health and care information, enabling equitable engagement with services.

The standard's six essential steps – identifying, recording, flagging, sharing, meeting and reviewing needs – guide how patient communication requirements are addressed, with the sixth step, reviewing needs, introduced in 2025 to ensure needs remain accurate and up-to-date.

2025 Updates:

- **Training:** In-person and virtual sessions delivered across clinical groups to improve understanding of AIS data collection and support staff confidence in asking demographic questions.
- **Data Collection:** Introduction of a two-stage hard-stop process in Hive (check-in and triage) to strengthen capture of patient information.
- **Compliance:** Ongoing engagement with Pathway Councils and Booking & Scheduling teams to address gaps and reduce non-compliance risks.
- **Systems:** Current limitations in Hive and EMIS mean not all data is consistently captured; EMIS replacement with Hive is in progress.
- **System Updates:** Hive includes SNOMED codes for reasonable adjustments and interpreter needs; further updates expected in March 2026.
- **Language Data:** Work underway to standardise language fields, make key data mandatory and improve dialect capture.

These actions support compliance with AIS and improve equitable access to care by better identifying and meeting patients' communication needs.



Accessible Information Standard (AIS)



The Accessible Information Standard (AIS) is a set of guidelines designed to ensure that individuals with disabilities, impairments, or sensory loss receive information and communication support in a way they can understand and use when accessing health and social care services. It aims to make these services more accessible and inclusive for everyone, regardless of their communication needs.

WHO IS IT FOR? For individuals with disabilities, impairments, or sensory loss.

AIM : To make Health and Social Care services more accessible and inclusive for everyone, regardless of their communication needs.

FIVE IMPORTANT STEPS/OBJECTIVES

- 1 Identify** Ask if people have any information or communication needs and find out how to meet those needs.
- 2 Record** Record those needs in a set way that is highly visible, using specific definitions.
- 3 Flag** Use alerts or flags to make it clear on the person's record what their needs are, and prompt action to meet those needs.
- 4 Share** Share information about the person's needs with other NHS and adult social care providers.
- 5 Meet** Make sure people get their information in an accessible way and have the communication support they need.
- 6 Review** Regularly check that the information recorded about the person's needs is up-to-date and accurate.

For information on AIS and National Guidance click [here](#).



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Improving Elective Surgical Pathways for Patients with a Learning Disability

WTWA

In the Surgery Care Division, patients with a learning disability are now identified early at pre-operative assessment and escalated to the appropriate Matron.

This ensures reasonable adjustments are planned, reducing distress, unequal treatment and last-minute surgical cancellations.

A multidisciplinary team (MDT) is convened for each patient requiring adjustments, involving clinical teams, Learning Disability nurses and wider MFT services. Individualised plans are agreed to support equitable access to safe and effective elective surgery.

Patients and/or their advocates are actively involved in care planning to ensure a person-centred approach. Feedback from patients and staff has been positive, with improved confidence, communication and experience of care.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity

Equitable Child and Adolescent Mental Health Services (CAMHS) Access for Looked-After Children - Royal Manchester Children's Hospital (RMCH)

Looked-after children frequently experience disruption in accessing health services due to placement moves.

In this case, a child on a CAMHS waiting list risked losing their appointment when transferring between local authorities. The Trafford Cared-for Children's Team advocated for recognition of the child's looked-after status, ensuring compliance with NICE guidance on equitable access and preventing delays in mental health support.

The team liaised directly with both the previous and receiving CAMHS services to maintain the child's position on the waiting list. This intervention ensured continuity of care and reduced systemic barriers faced by looked-after children when moving between health providers.

The case strengthened multi-agency collaboration and highlighted the need for consistent processes for looked-after children.

Both CAMHS teams acknowledged the importance of equity in service provision, promoting an inclusive approach and enhancing understanding of the specific needs of children in care.

NHS
Manchester University
NHS Foundation Trust

CHILD & ADOLESCENT MENTAL HEALTH SERVICES ARE ..
HERE TO SUPPORT YOU

For information on Child and Adolescent Mental Health Service (CAMHS) – MFT click [here](#).



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



The EDI Team chairs the DPUF. The purpose of the forum is to listen to the views and experiences of disabled people and enable them to influence decision making within the Trust, ensuring we understand how these decisions will impact disabled people. This forum also aims to improve the access, experience and quality of health care for disabled people within our hospitals and community services.

Some of the key discussions with the Forum in 2025 have included:

- Helping to shape the new MFT EDI Strategy
- Feedback on lack of communication and coordination between sites regarding the sharing of accessibility needs for patients
- Involvement in the rollout of the Hive system, specifically on how to make it accessible for all patients as part of AIS, leading to the implementation of mandatory stops for staff to ensure accurate recording of patient's needs for communication. These include Braille, BSL, Easy Read, Translation and Large Font to name a few
- Suggested improvements on catering for patients including menu choices, food and drink champions, suitable options when attending A&E and communication during mealtimes
- Highlighted concerns about disabled parking bays being used for construction site areas.
- Feedback on overall hospital accessibility, including discussions on signage size, waiting area space, colour contrast and clock updates
- Flagged concerns regarding a lack of wheelchairs for patient use over all the hospital sites

Upcoming dates for the Disabled People's User Forum can be found [HERE](#).

To get involved please email dpuf@mft.nhs.uk



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Equality Impact Assessments (EIA)

An EIA is an evidence-based approach designed to help organisations ensure that their policies, practices, events and decision-making processes are fair and do not present barriers or disadvantages to any protected groups. This covers both strategic and operational activities for our patients, service users and workforce. To ensure representation, MFT engages with a broad range of staff and community groups.

In 2025, MFT conducted 366 EIAs addressing health disparities, considering socio-economic factors, lifestyle risks and specific health conditions. EIAs were also carried out in relation to the workforce operating model. Regular monthly sessions were commissioned by Nursing, Midwifery and Allied Health Professions (NMAHP) and our workforce received training to complete these assessments.

Some Completed EIAs:

Burn Wound Assessment & Management

Burn wound guidelines were updated to reflect how burns appear on different skin tones, supporting more accurate assessments and ensuring fair and equitable care for all patients.

Workforce Operating model (One MFT)

A revised operating model was approved to support a 'One MFT' structure, aligning roles to the People Plan and Strategy, with no disproportionate impact on protected groups and support in place for affected staff.

Paediatric Enteral Feeding SOP

The SOP was updated to standardise enteral tube feeding on paediatric wards, promoting consistent practice, clear communication and reducing errors. It applies to all paediatric inpatients and does not disproportionately affect any protected groups.

EIAs analyse the impacts on policies, procedures and functions on individuals with Protected Characteristics

The EDI team conducts EIAs, consults stakeholders and reviews service provisions to plan and mitigate disadvantages

Manchester ranks 6th among the most deprived local authorities in England according to the 2019 Index of Multiple Deprivation.

Completed 366 EIAs addressing health inequalities

NM&AHP-commissioned EIA sessions open to both NM&AHP and non-NM&AHP colleagues.



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Patient care at the Trust is guided by national best practice, including NICE guidelines, statutory requirements, national standards, legislation and locally agreed clinical protocols.

Each patient is treated as an individual, with staff applying policies and clinical guidance relevant to their specific needs and circumstances.

To enhance the quality and consistency of care for transgender patients, the Trust is developing Transgender Patient Care Guidance to support staff in delivering respectful, person-centred and clinically appropriate care.

It is recognised that being transgender represents only one aspect of an individual's identity; therefore, each patient may have distinct needs that should be reflected in clinical decision-making.

The Transgender Patient Care Policy is currently being revised to ensure alignment with current legislation and the Hive (PAS) system. Under the Equality Act 2010, gender reassignment is a protected characteristic. These resources aim to support staff in meeting their legal and professional obligations, ensuring that transgender patients are not discriminated against or placed at a disadvantage when accessing healthcare services.



As part of **Research and Innovation (R&I) at MFT**, the Innovation Team works collaboratively with researchers and research delivery colleagues across the Trust's hospitals and managed services, supporting innovators from early ideas through late-stage research, evidence generation and NHS-wide implementation. This ensures that effective technologies reach patients faster, improving outcomes across the health system.

The R&I Team identified a historical lack of structured **Patient and Public Involvement and Engagement (PPIE)** within NHS innovation. To ensure effective technologies reach all patients faster and improve health system outcomes, a formal, co-produced framework was developed to embed public input systematically.



To ensure representative and equitable involvement, the team partnered with **VOCAL** and diverse public partners to:

- **Map key PPIE innovation partners** across Greater Manchester to broaden reach.
- **Co-develop workshops** to design Principles and an implementation roadmap.
- **Ensure accessible participation** through representative recruitment, accessible venues and fostering open, honest environments.
- **Maintain trust** by rapidly addressing any concerns raised by participants.



The resulting **Principles for PPIE in Innovation** provide a transferable framework that supports:

- **Consistency and Purpose:** Systematic involvement throughout the entire innovation lifecycle, from idea development to evaluation.
- **Equity and Inclusion:** Ensuring that the priorities and values of a diverse public shape the future of health technologies.
- **Transparency:** Creating a clear model for robust engagement that can be adopted by other NHS innovation teams.



NMGH Expansion and Respiratory Research Capacity

National Institute for Health and Care Research (NIHR) Manchester Clinical Research Facility (CRF)



Manchester University
NHS Foundation Trust

NIHR | Manchester Clinical Research Facility

NIHR CRFs are purpose-built NHS facilities that deliver early-phase (Phase 1 and 2a), experimental medicine and complex clinical trials, including first-in-patient studies requiring specialist infrastructure and expertise.

NIHR data shows that areas with higher disease burden and deprivation have lower research participation. NMGH serves a population with significant health needs, yet research activity has largely been limited to later-phase studies due to insufficient dedicated space and infrastructure.

In 2022, Manchester CRF secured NIHR funding to expand its footprint, including establishing a dedicated CRF at NMGH to improve access to research for underserved populations. Additional investment enabled infrastructure upgrades, including specialist air handling systems to support respiratory research. Matched funding from MFT Charity supported refurbishment, creating a safe, modern, patient-centred research environment.

The upgraded facility enables patients to access clinical trials locally, reducing travel barriers. It provides a dedicated, flexible research space and allows multiple assessments, including lung function testing, to be completed in one visit, enhancing patient experience and care.

The new CRF delivers equitable research infrastructure aligned with other Manchester sites. It expands research into new specialties, increases access to novel treatments and supports growth in study numbers, recruitment and early-phase trials. It also strengthens patient involvement and improves the overall experience of research within the local community.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Addressing Women's Health Inequalities through Research and Engagement



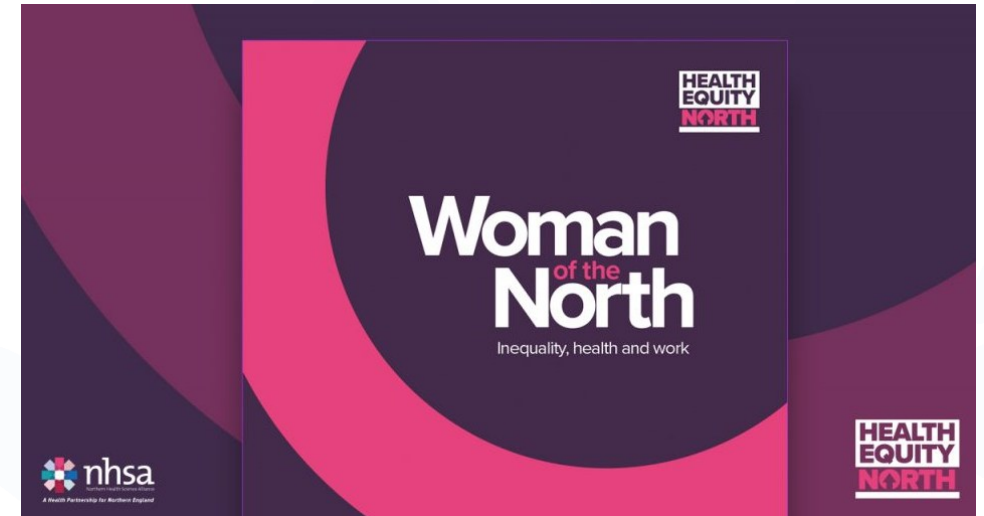
Manchester University
NHS Foundation Trust

Women in the North of England experience persistent health inequalities, with underdiagnosis, limited evidence and underfunding of women's health research. In response, the Women's Health Research and Policy Steering Group was established, hosted by Manchester NIHR BRC, bringing together NIHR infrastructure, academia, NHS, policy and regional partners to address these systemic gaps.

The program strengthened regional research collaboration through a five-week Greater Manchester Women's Health Showcase webinar series and two in-person engagement events. Over **550 participants attended** sessions covering inequalities, reproductive health, menopause, cancer, chronic disease and policy, increasing awareness, surfacing research gaps and supporting the development of a coordinated women's health research and policy agenda for Greater Manchester.

A fully collaborative and inclusive approach ensured the voices of women and intersectional groups were heard, including engagement with VCFSE organisations, public contributors and community partners. Reasonable adjustments such as BSL interpreters, live transcription and dedicated facilitators enabled meaningful participation. The programme has informed ongoing work with the GM Women's Health Steering Group, NHTA and Manchester City Council to shape future research and policy priorities.

NIHR | Manchester Biomedical
Research Centre



Woman of the North report released by Health Equity North



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Embedding Inclusive Respiratory Research in Community COPD Care

People living with Chronic obstructive pulmonary disease (COPD), particularly from deprived communities, face significant barriers to accessing services and participating in research. By embedding NIHR Manchester Biomedical Research Centre (BRC) respiratory research within MFT's community respiratory service, this project removes the need for hospital-based research visits and reduces exclusion from research for under-served groups.

The NIHR-funded COPD Exacerbations (COPE) study integrates research activity directly into routine community care through a BRC-funded role, ensuring clinical care is not compromised. This enables patients experiencing COPD flare-ups to participate in research in their own homes, supporting equitable access to research and improving understanding of exacerbations in real-world settings.

Delivering research through an established community MDT strengthens relationships between patients, clinicians and researchers. The approach supports continuity of care, improves communication and builds trust in research among patients with complex needs. The programme is ongoing, with plans to expand capacity to reach more patients across Manchester.

NIHR | Manchester Biomedical
Research Centre



[Improving Access to Respiratory Research in North Manchester - NIHR Manchester Clinical Research Facility](#)



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Increasing Diversity in Genomics Research

Reaching Out: Community Engagement Strategy (Northwest)



Manchester University
NHS Foundation Trust

Genomics research has relied heavily on “large Biobank data sets from white adult volunteers.” Black, Pakistani and Bangladeshi communities face some of the poorest health outcomes in England. Increasing representation helps reduce widening health inequalities.

Community-centred outreach model

- Built **partnerships** with **religious leaders, cultural groups and community organisations**.
- Used census data + local knowledge to identify underserved communities.
- Attended **100+ community events** over two years.
- Bilingual recruiters supported South Asian communities.
- Staff trained on cultural norms; processes adapted based on feedback.

Team engaged:

- **Religious spaces:** Churches, mosques, multi-faith centres
- **Festivals:** Eid, Manchester Mela, Halal Food Festival
- **Public venues:** Shopping centres, markets, sports events
- **Community groups:** Women’s groups, cultural centres, charity events

2,000+ volunteers recruited (adults & children) from ethnically diverse backgrounds. Strengthened trust and long-term partnerships with underserved communities. Enabled inclusive recruitment for studies such as Genes & Health, IBHO and D-CYPHR.



Reaching Out: A collaborative strategy to increase the diversity of participants in genomics research from under-served communities in the Northwest

Laura Crowther¹, Karen Tricker¹
¹Clinical Trials Manager, Manchester University NHS Foundation Trust (MFT)

Background

The development of new gene sequencing technologies has resulted in a rapid acceleration in knowledge and understanding of how our genes impact health and has led to opportunities for the development of new treatments

- Genomics research has largely focussed on large Biobank data sets from white adult volunteers
- Consequently, health improvements for ethnically diverse populations, such as the Northwest of England, where Black and South Asian people experience amongst the poorest health outcomes in England have been limited and this may contribute to widening health inequalities

Addressing this gap

- A number of large-scale studies have been set up with the aim of increasing the ethnic diversity of data and samples available for genomic health research
- We describe here the development and implementation of a culturally sensitive, community outreach programme to recruit adult and child volunteers from ethnically diverse backgrounds to large-scale genomic studies in the North West of England.

Study selection was based on the inclusion of children, Black and British Pakistani and Bangladeshi volunteers and recruitment, sample and data collection processes suitable for community settings

Case Studies

<p>Genes and Health Study</p> <p>http://www.genesandhealth.org</p> <p>Genes and Health Study is a large-scale genomic study of the genetic causes of common diseases and conditions. It is a collaborative effort between the University of Manchester, the NHS, and the Wellcome Trust.</p>	<p>NIHR Biomedical Research Centre Black Health Outcomes (IBHO)</p> <p>IBHO is a research programme that aims to improve the health of Black people in the UK. It is a collaborative effort between the University of Manchester, the NHS, and the Wellcome Trust.</p>	<p>NIHR Biomedical Research Centre D-CYPHR</p> <p>D-CYPHR is a research programme that aims to improve the health of children and young people. It is a collaborative effort between the University of Manchester, the NHS, and the Wellcome Trust.</p>
---	---	--

Methods

To build relationships with underserved communities, we engaged with local cultural representatives, including religious leaders, community groups and health networks. This engagement cultivated partnerships, and facilitated sharing of study aims and processes to address potential concerns and develop a culturally respectful approach. Engagement of study leads, and the NIHR brand were important to foster trust with community leaders.

Building Relationships

Location of underserved communities

- Census
- Local knowledge

Making connections

- Engaging with Community Leaders

Listening & adapting

- Cultural sensitivity
- Building Trust

Advantages

Successful method to engage with wider community & broaden research participation

Enjoyable team building activities

Community have been positive about taking part in NHS Health research

Good when trying to reach participants who may not routinely be coming into NHS

Challenges

Staffing at weekend & evening events

Safety of staff at community events – particularly during periods of unrest

Costs

Only suitable for certain studies

Practical considerations

Staffing Needs

- Experienced staff with confidence
- Overnight
- Good team working essential
- May require language skills
- Capacity for large events

Funding

- Events fees
- Transport costs
- Overtime payments

Health & Safety

- Risk assessments/insurance
- Transport, parking arrangements
- Suitability of venues for study priorities
- Sample collection-infection control, clinical waste disposal
- Equipment- safety, moving & handling
- Data & Sample Security
- Maintaining confidentiality

Engagement with Community

Ethnicity and indices of deprivation data from census data and local knowledge was used to identify communities of interest. Potential community venues and events of were identified through contacts and internet searches. Stands promoting the studies were set up at suitable events and recruitment staff were available to recruit volunteers. The team have attended a varied programme of over 100 community events over a two-year period to promote the Genomic Research and offer relevant communities the opportunity of taking part in health research. Bilingual recruiters were appointed to support the dissemination of study information and recruitment from communities of South Asian origin, where English is not the first language. Information on cultural norms and practices was shared with recruitment staff prior to events, and any feedback was used to refine processes.

Community Engagement

Religious Spaces

- Churches
- Mosques
- Multi-faith centres
- Other religious groups

Community Events

- Community Festivals
- Community Groups
- Community Meetings
- Community Workshops
- Community Shows
- Community Performances
- Community Exhibitions
- Community Displays
- Community Games
- Community Competitions
- Community Challenges
- Community Activities
- Community Games
- Community Competitions
- Community Challenges
- Community Activities

Summary & Acknowledgements

This poster describes a successful programme of research engagement to develop collaborative partnerships and build trust with under-served communities to enable a community outreach approach to take genomics research opportunities to underserved communities across the North West. Using this strategy, the team have successfully recruited over 2000 adult and child volunteers from ethnically diverse backgrounds from across the Northwest.

Template designed by Medical Illustration MFT • @medilms
Medical Illustration@MFT.nhs.uk Oxford Road Campus Tel: 0161 27 64139
Medical Illustrations@MFT.nhs.uk Wythenshawe Tel: 0161 2916822



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Equitable Access & Centralisation

Geographic Inclusion: Specialist care centralised across Greater Manchester and East Cheshire to ensure consistent treatment for all.

Socio-Economic Equality: Actively reducing variation in health outcomes for deprived populations and ethnic minorities.

Physical Accessibility: Using digital and telemedicine services to remove barriers for rural patients or those with mobility challenges.

This service design proactively addresses the PSED by removing physical barriers to care, fostering inclusive research and standardising health outcomes for protected characteristic groups.

Targeted Care for High-Risk Groups

Condition Focus: Prioritising early detection and prevention for patients with **Diabetes, Hypertension and Peripheral Arterial Disease.**

Evidence-Based Design: Integrating population diversity data and patient feedback to ensure care is **culturally sensitive.**

Removing Obstacles: Proactive consideration of travel, digital access and scheduling to support full participation in care.

The "Front Door" Network Model

Collaboration: Multi-agency coordination ensures patients receive a consistent and coordinated experience across the network.

Innovation: Integrated research ensures the service evolves to meet the specific needs of a diverse population.

Outcome: A streamlined pathway that actively reduces **systemic inequalities.**



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



The IMID ((Immune Mediated Inflammatory Diseases) BioResource has updated its recruitment criteria:

Targeted Recruitment and Accessibility

- **The recruitment criteria have been updated to specifically include patients from Black and South Asian communities to address historical under-representation.**
- **Inclusive Eligibility:** There are no exclusions based on sex, ethnicity, religion or sexual orientation.
- **Disability Support:** Reasonable adjustments are made for participants with mental or learning disabilities to enable their participation.
- **Growing Engagement:** The recruitment of the 10,000th volunteer demonstrates growing trust and impact across diverse communities.

Equitable Access to Research Opportunities

- **The service utilises national campaigns and community events to support fair access to research opportunities.**
- **Community Outreach:** Open days, science festivals and public events are used to engage directly with local populations.
- **National Advocacy:** Participation in campaigns like #WhyWeDoResearch and #OktoAsk promotes equitable access for all.

Embedded Patient Engagement

- **Patient engagement is embedded throughout the project to ensure research reflects patient perspectives and local community needs.**
- **Advisory Group Input:** The Black and Asian Health Advisory Group (BRAG) contributes to the development of accessible study materials.
- **Tailored Participation:** Specific approaches are used to support understanding, consent and meaningful participation.
- **Ongoing Communication:** Participants remain informed through newsletters, lay summaries and various public events.

This programme proactively addresses the Public Sector Equality Duty by removing barriers for under-represented groups and ensuring that research materials and participation methods are accessible and culturally sensitive.

Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity

Advancing Equality in Emergency and Acute Care through Data-Driven HealthTech Innovation

The NIHR HealthTech Research Centre in Emergency and Acute Care at MFT has established a data-led foundation to ensure health technologies reduce, rather than widen, existing health inequalities. By analysing Hospital Episode Statistics and local data, the Centre identifies structural barriers to care.

The Data-Led Approach

(How the gaps were identified)

Team moved beyond assumptions by building a robust evidence base through:

- **Secondary Analysis:** Hospital Episode Statistics (HES) & peer-reviewed national reports.
- **Strategic Partnerships:** Local Authority working groups on unmet need.
- **Advanced Analytics:** Health Data Science research into high-frequency emergency care use.

Persistent Inequalities Identified

- **Deprivation:** Significantly higher urgent care use in the most deprived areas.
- **Ageing:** Rapidly increasing pressure from the **65–84** and **85+** cohorts.
- **Complex Needs:** Disability and multiple long-term conditions drive a disproportionate share of care.
- **Access Barriers:** Lower NHS 111 and emergency admission rates for **Asian, Black and Mixed-ethnicity** groups, indicating unmet need and lack of trust/access.

Strategic Impact: The “Key Publics” Framework

Our findings now direct Centre activity to ensure inclusive, adoptable technology:

- **Targeted Development:** Industry engagement is now guided by areas of greatest clinical and social need.
- **Inclusive PPIE:** Lived experience from protected characteristic groups now shapes technology design via VCFSE partnerships.
- **Equitable Outcomes:** Prioritising innovations that close the “digital divide” and address missing voices in research.

"We have moved from an assumption-based model to an evidence-based framework, ensuring future HealthTech is designed for, and accessible to, all communities."



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



The Research Van: Expanding Equity in Clinical Research

The **Research Van** has been designed to deliver care and expand opportunities for community participation in research across Greater Manchester by visiting accessible locations such as community centres, supermarkets and religious sites. Equipped with a pharmacy and clinical area containing all necessary equipment for **vaccine programmes, clinical trials and bespoke clinical projects**, the van also includes a patient waiting area and disabled toilet facilities, allowing research and care to be delivered outside hospital settings.

The initiative addresses the urgent need for **early liver disease detection**, while ensuring participation from groups with protected characteristics and those in high-deprivation areas.

Key Actions Included:

- **Mobile Clinical Delivery:** Deployed a "Research Van" equipped with a pharmacy and clinical area to community hubs (supermarkets, mosques and community centres).
- **Removing Barriers:** Provided disabled toilet facilities and a waiting area to ensure research is accessible outside traditional hospital settings, bypassing high travel costs.
- **Targeted Recruitment:** Used the **Index of Multiple Deprivation (IMD)** to identify and reach at-risk populations.
- **Patient-Led Design:** Collaborated with **VOCAL** to ensure the service was shaped by the perspectives of those at risk.



NIHR | National Institute for Health and Care Research

Preliminary results from 8–9 GP practices confirm that patients recruited via the van matched the expected average IMD for their area. This demonstrates successful inclusion of socioeconomically deprived populations who would otherwise be unable to participate in clinical research.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Improving Inclusivity in Commercial Clinical Trials

The **Manchester BRC**, a NIHR-funded research infrastructure, hosted at the Trust leads experimental medicine across 13 disease areas, delivering over **400 active projects** in partnership with the University of Manchester and five NHS trusts. A key priority is addressing the limited diversity in commercial clinical trials, which often leads to poorer health outcomes for underrepresented groups.

Collective Impact Forum

To drive systemic change, the Centre developed a **collective impact forum** and a white paper outlining practical, equity-focused actions:

- **Partnerships:** Collaborated with global/local commercial organisations, SMEs, pharma, MedTech and clinical research organisations.
- **Barrier Identification:** Conducted semi-structured interviews to identify hurdles such as lack of co-production, restrictive trial designs, financial/logistical challenges and unconscious bias.
- **Consensus Building:** Utilised the **Nominal Group Technique** across industry and VCFSE (Voluntary, Community, Faith and Social Enterprise) workshops.

Protected Characteristics and Intersectional Identities

The project integrated specific measures to ensure representation across **protected characteristics and intersectional identities:**

- **Accessible Participation:** Offered hybrid and virtual workshops to accommodate travel limitations and comfort levels.
- **Addressing Power Imbalances:** Provided guidance on inclusive language and participant briefing to ensure equal contributions.
- **Fair Compensation:** Paid all patient and VCFSE contributors to remove financial barriers.
- **Inclusive Facilitation:** Used silent brainstorming and round-robin sharing to ensure all voices were heard.

Impact & Future Outputs

- **Current Outputs:** Informed the design of **Industry and Partnerships pump-prime funding calls** and co-designed CAR-T educational resources.
- **Ongoing Research:** Currently studying financial barriers to trial participation and developing joint patient information.
- **Summer 2026 Goal:** Final outputs will provide a robust, evidence-based framework for advancing **inclusive and equitable commercial clinical trials**.

Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity

Embedding Health Inequality Awareness and Inclusive Practice Across the Workforce – Health Innovation

The Community Connectivity Programme equips Health Innovation Manchester staff with insight into the factors that create and sustain health inequalities across Greater Manchester. By embedding inequality awareness into innovation and programme design, staff can identify where existing approaches may inadvertently disadvantage people with protected characteristics, including those experiencing homelessness, poverty, disability or cultural exclusion.

Staff engaged directly with community organisations such as Loaves & Fishes Salford and Healthy Me, Healthy Communities through lunch-and-learn sessions, site visits and co-design activities. These interactions enabled the workforce to understand lived experiences and adapt projects to be more accessible, culturally relevant and inclusive. An accessible Knowledge Hub and planned training ensure all staff, including those with protected characteristics, can participate equitably in programme development.

The programme strengthened trust and collaboration between staff and community partners, creating safe spaces for engagement and amplifying diverse voices. Feedback from staff and community groups highlights increased empathy, understanding and confidence in inclusive practice. These activities promote a respectful, citizen-focused culture and ensure innovations are designed to meet the needs of all communities.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Advancing Equity and Inclusion in Obstetric Care

Saint Mary's MCS (SMMCS)



Manchester University
NHS Foundation Trust

Saint Mary's MCS (SMMCS) provides care for over **16,500 women annually** across three maternity units, serving nearly 50% of parents who were not born in the UK and many of whom live in **areas of high social deprivation**.

In response to increased **maternal and neonatal risks** among women from Black, ethnic minority and socioeconomically deprived backgrounds (Ockenden report 2023), the service has implemented measures to remove disadvantages for individuals with protected characteristics.

Key initiatives include: These initiatives collectively advance equity, inclusion and culturally responsive maternity care at SMMCS.

Cultural competence and safety training: mandatory for all maternity staff, addressing unconscious bias, systemic inequalities and inclusive care practices.

Cultural safety champions: 15 midwives trained to advocate for equitable care and challenge discriminatory practices.

Policy alignment: actions guided by the Equality and Equity Action Plan, ensuring compliance with the Equality Act 2010.

Multilingual, accessible resources: Padlets, videos and infographics in Urdu, Arabic, Hindi, Bengali and English.

Inclusive co-design: empowering marginalised groups to shape policy and practice through lived experience.

Postnatal diabetes awareness: increasing uptake of screening for South Asian women with gestational diabetes mellitus (GDM) through tailored education for women and primary care providers.

Staff education: targeted training to improve confidence in discussing diabetes prevention and long-term complications of GDM.

Community engagement: stakeholder events and partnerships with local organisations to identify barriers, co-create solutions and build trust.

Experts by experience: women from ethnic minority backgrounds actively contributed to service design, resource development and training content.

All women with GDM are now offered an **'opt-out' referral to the national diabetes prevention programme (NDPP)** at 36 weeks gestation, increasing access to support. Multilingual and multimedia resources further ensure women understand available care.

One participant highlighted the importance of awareness:

“ I didn't know about it so I couldn't access anything... then I was diagnosed with Type 2 diabetes... it is just about knowing about it.”



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Youth Service delivered extensive engagement, support and participation activity, reaching thousands of young people, families and inpatient cohorts across the Trust.

Engagement and Support:

- over 3,700 encounters with young people, supporting 547 young people on specific caseloads and delivering 1,200+ bespoke 1-2-1 sessions.
- A further 300+ 1-2-1 sessions were delivered with parents, carers and family members.
- 169 young people were supported with healthcare transition; 280 social prescribing referrals were made and 150 young people participated in peer support activities.

Youth Hub Utilisation:

- Supported 121 sessions for internal and external partners, hosting a wide range of inclusive activities including sibling support, hospital school clubs, music sessions, quiet sessions, critical care and NICU family support, volunteering opportunities and healthcare transition events.

Youth Forum and Participation:

- The Youth Forum met 14 times, completing 9 "You're Welcome Ward Visits" and providing structured feedback to clinical areas. Members engaged with senior leaders, explored NHS career pathways and reviewed patient information materials now used across MFT.

Inpatient and Therapeutic Activities:

- Delivered 156 inpatient youth club sessions, 52 inpatient sensory sessions and over 770 inpatient visits, supporting wellbeing during hospital stays. The team also supported long-term inpatients, celebrating successful discharges following hospitalisations of over six months and organised 10 birthday celebrations to enhance patient experience.

Partnership and Collaborative Working:

- The Youth Service worked with a wide range of partners including MFT Charities, BBC Operation Ouch, National Yacht Association, Manchester YMCA, SongBirds Music UK, disability sports organisations, community partners and cultural institutions, strengthening reach, inclusion and sustainability of youth provision.

Peer Support and Targeted Programmes:

- 14 peer support activities were delivered, alongside a 6-week Financial Capability programme supported by HSBC, fully accessible sailing days in partnership with the National Yacht Association and the launch of the LTV Programme with clinical input. Bespoke youth activity programmes and four diabetes transition events further strengthened targeted support for young people with long-term conditions.

Youth Voice and Co-production:

- Actively shaped services through 8 podcast sessions, participation in national strategy events and speaking at healthcare transition conferences and government meetings. Young people also contributed to staff training and shared 20 patient experience stories, ensuring lived experience informed practice and service improvement.

Events, Fundraising and Profile-Raising:

- In collaboration with MFT Charities, the service supported 8 major events, raised over £10,000 and contributed to high-profile initiatives including the Science and Industry Museum's Operation Ouch exhibit. Additional initiatives included accessible hospital-based activities, Cuts for Kids and staff appreciation events.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Promoting Inclusive Spiritual Care and Multi-Faith Engagement

Chaplaincy & Spiritual Care Service



Manchester University
NHS Foundation Trust

The Chaplaincy & Spiritual Care Service at MFT provides inclusive, person-centred spiritual, religious and pastoral care for patients, families and staff across multiple sites, supporting all faiths, beliefs and those with none. In 2025, the service focused on equitable access, clarified roles and pathways, supported staff wellbeing and promoted multi-faith engagement and culturally safe practice. A trust wide approach aligned site-based provision with local needs, strengthened governance for faith-specific support and ensured fairness for underrepresented groups.

Key initiatives and Faith-specific support included:



Learning & engagement:

Visits to synagogues and cathedrals, multi-channel invitations, multilingual support, accessible educational formats and co-production with faith and community leads.

Outcomes included improved staff cultural literacy and confidence, consistent support for diverse observances, stronger specialist support for Jewish patients and enhanced visibility and access to inclusive spiritual care across MFT. Memorial services and seasonal activities fostered shared humanity, grief support and cohesion, demonstrating ongoing commitment to equity, inclusion and culturally safe pastoral care.



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



HIV confident organisation

Despite advances in HIV treatment, stigma, discrimination and unmet health and social needs persist, especially among younger people, women, ethnic minorities and those in poverty. The Positive Voices 2022 survey highlighted demand for psychological support, peer groups and care for long-term conditions. Addressing these needs requires linking HIV care with mental health and other health pathways and tackling structural inequalities through multi-agency support.

At the Trust, initiatives aligned with the national HIV Action Plan 2025–2030 “Thrive” priority include:

- Achieving **HIV Confident Organisation** status in the Northwest, promoting stigma-aware care.
- **Integrated care pathways** connecting HIV services with mental health and long-term condition support.
- **Workforce education** on HIV awareness, stigma reduction and inclusive practice, in partnership with George House Trust (GHT) and the MFT LGBTQ+ Staff Network.
- **Community engagement** with Positive Speakers to guide policy, training and awareness activities.
- **World AIDS Day initiatives**, including an HIV Awareness Panel and vigil.
- **Accessible resources**, including treatment guidance and free self-sampling HIV test kits for staff, patients and the community.

These actions help reduce stigma, address inequalities and improve quality of life for people living with HIV, supporting longer, healthier lives.

[HIV Action Plan for England, 2025 to 2030 - GOV.UK](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/103122/hiv-action-plan-for-england-2025-to-2030.pdf)



Manchester University NHS Foundation Trust becomes first organisation in the Northwest to achieve HIV confident organisation recognition



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



MFT Sickle Cell and Thalassaemia Services: Celebrating Care and Community



Manchester University
NHS Foundation Trust

The Sickle Cell and Thalassaemia Centre provides specialised, patient-centred care for children and adults living with sickle cell disease and other red cell disorders. By offering dedicated beds, a 24/7 triage line and instant access to digital care plans, the service ensures patients receive equitable, timely support and reduces barriers associated with frequent hospital visits, pain management and complex treatment needs.

Top doctors, patients and community groups are celebrating the news that people in Manchester with Sickle Cell Disease can now receive life-changing treatment on their doorstep as a world-first gene therapy becomes available at Manchester Royal Infirmary and Royal Manchester Children's Hospital.

The revolutionary one-off gene-editing therapy, Exagamglogene Autotemcel (exa-cel), has been approved by NICE and will be available to both adults and children at the hospitals, making Manchester one of just a handful of centres in the UK offering the breakthrough treatment.

Through community engagement and co-design, the Centre works closely with patients, families and support networks to improve the care experience. Initiatives such as the annual **Children's Christmas Party**, generously supported by MFT Charity, create opportunities for children and families to participate fully in social and community life, fostering inclusion, joy and a sense of belonging beyond clinical care.

The Centre actively builds partnerships with patients, families and community organisations to co-develop services that meet diverse needs. Recognition such as the **Highly Commended HSJ Awards** reflects the team's commitment to tackling health inequalities, improving patient experience and promoting positive relationships between staff, patients and the wider community.



[Country's first specialist unit launches in Manchester to support patients with sickle cell disease - Manchester University NHS Foundation Trust](#)

[World-First Sickle Cell Treatment comes to Manchester – Bringing Life-Changing Care Closer to Home - MFT](#)



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



North Manchester Community Diagnostic Centre: Improving Access & Equity



The CDC provides high-tech imaging services (CT, MRI) 8 am–8 pm, seven days a week, bringing care closer to local communities. This reduces travel burdens and barriers for those facing health inequalities due to geography, socio-economic factors or chronic conditions.

Since opening, the CDC has delivered tens of thousands of additional tests, enabling earlier diagnoses and faster treatment. Extended hours and community-based locations support equitable access for working families, people with mobility challenges and those with complex health needs.



The official opening, welcomed by the Health Secretary and local leaders, highlights strong partnerships between MFT, communities and health leadership. Embedding diagnostic care locally strengthens trust, confidence and inclusion, with further expansion planned, including a new CDC at Withington Community Hospital.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Patient Safety Incident Response Framework (PSIRF)

The **PSIRF** is the new approach to learning from patient safety incidents, replacing the Serious Incident Framework (2015). PSIRF shifts the focus from investigation to improvement, helping staff learn from incidents rather than assigning blame. It fosters a culture where all involved—patients, families and staff—are treated with compassion and respect.

Key Principles of PSIRF:

- ✓ **Compassionate engagement:** Open, honest and supportive communication with patients, families and staff.
- ✓ **System-based learning:** Understanding how and why incidents happen, rather than focusing on individual mistakes.
- ✓ **Proportionate response:** Tailoring the level of investigation to the scale and impact of incidents.
- ✓ **Supportive oversight:** Moving from punitive processes to constructive approaches that drive improvement.

PSIRF emphasises meaningful involvement of patients and families, supports staff without blame and encourages looking at incidents in context to drive real learning and change across hospitals and community services.

For staff, PSIRF changes how incidents are investigated: those involved—both staff and patients—are more engaged in the response. The framework ensures the focus remains on learning and improvement, rather than assigning fault.

By adopting PSIRF, MFT is strengthening a culture of openness, compassion and continuous improvement, ensuring safer, fairer and more supportive care for everyone.



[NHS England » Patient Safety Incident Response Framework](#)

The MediCinema Project



The **MFT MediCinema project** is a partnership between MFT and MediCinema to create a state-of-the-art cinema on the Trust's Oxford Road campus. An existing lecture theatre at Manchester Royal Infirmary is being transformed into an accessible, high-quality space for patients, families and staff. The project recognises that hospital stays—especially long or repeated admissions—can bring isolation, anxiety and a loss of routine. MediCinema addresses this by offering a shared, uplifting experience that promotes escapism, social connection and emotional wellbeing alongside clinical care.

The cinema is fully accessible and designed to meet the needs of patients with physical disabilities, sensory impairments and different communication needs. Screenings for adults and children include features such as subtitles and alternative languages.

By providing a welcoming, non-clinical environment, MediCinema helps reduce isolation and anxiety and supports equitable access to wellbeing opportunities for patients with complex or additional needs.

The design of MediCinema has been informed by extensive engagement with stakeholders, including patients, families, staff and clinical groups. Feedback was gathered through forums such as the MFT Youth Forum, Parent and Carer Forums, Disabled People's User Forum and Learning Disabilities and Autism Forum. This inclusive approach ensures the cinema is welcoming, accessible and responsive to the diverse needs of patients and families across the Trust.

MediCinema is not yet operational but will be progressed in 26/27



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Let's Talk Labs (Vocal at MRI)

Vocal is a not-for-profit organisation that enables people to understand, shape and participate in health research. It brings together patients, carers, artists, researchers and communities to share lived experience and expertise. Based in Greater Manchester, Vocal works locally, nationally and internationally and is hosted by Manchester University NHS Foundation Trust in partnership with The University of Manchester.

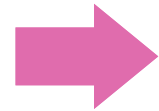
Let's Talk Labs was a co-produced programme designed to increase awareness and understanding of laboratory-based research and its impact on people's lives. Delivered through NIHR Manchester BRC and NIHR Manchester CRF PPIEP, the project used creative engagement methods to connect communities with research. Focus: Laboratory research (e.g. asthma, arthritis, cancer) Challenge: Low public awareness and involvement

Co-production & Inclusive Engagement

- ✓ The programme was co-developed with:
- ✓ Black & Asian Research Advisory Group (BRAG)
- ✓ Voice Up (young people's research advisory group)
- ✓ Community organisations and Greater Manchester residents
- ✓ All activities were shaped by people from communities affected by health inequalities, ensuring inclusive participation and relevance.

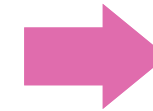
What the Team Did

- ✓ Training and mentorship in filmmaking for diverse participants
- ✓ Laboratory visits and collaboration with researchers
- ✓ Creative workshops and community events
- ✓ Co-production of films, blogs and social media content



Outputs

- ✓ 5 community-produced films
- ✓ 8 accessible blogs by researchers
- ✓ 2-week social media campaign with community partners



Impact

- ✓ 156,319 views across social media
- ✓ 97,786 accounts reached on Facebook
- ✓ 6,100–9,240 views per film
- ✓ 3,312 engagements (likes, shares, comments, clicks)



Participant Outcomes:

- ✓ Increased understanding of laboratory research
- ✓ Positive shift in perceptions of research
- ✓ 6 out of 7 participants likely to take part in research
- ✓ All participants likely to engage in future activities and encourage others
- ✓ Engaged underrepresented communities in health research
- ✓ Amplified community voices in research conversations
- ✓ Reduced barriers to understanding complex research topics



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity

Diversity Matters Strategy - Aim 2

A Representative and Supported Workforce



Manchester University
NHS Foundation Trust

This section highlights:

- How the Trust supports a representative, inclusive and fair workforce using demographic data and equality standards.
- Actions via WRES, WDES and pay gap reporting to address inequality and improve experiences and outcomes.
- Targeted initiatives to improve recruitment, progression, retention and development for under-represented groups.
- Enhanced staff support through adjustments, wellbeing, safe reporting and inclusive policies.
- Role of Staff Networks, training, engagement and data in strengthening belonging and opportunity across MFT



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

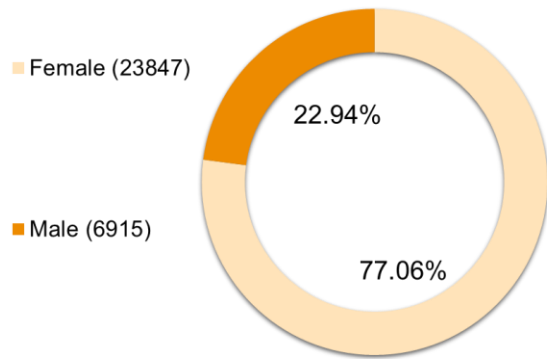
Celebrating Diversity



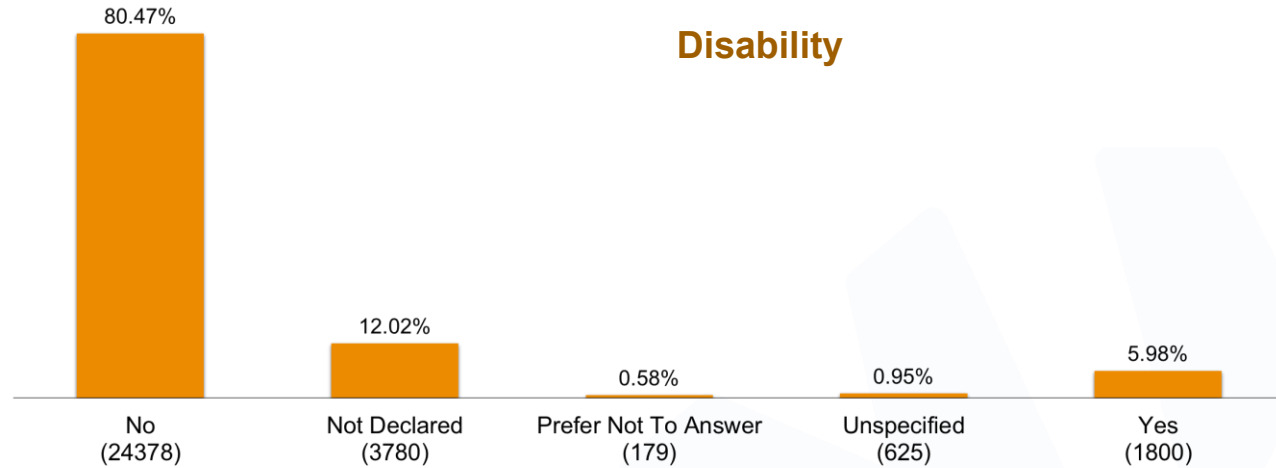
Diversity of Our Staff

The Trust values diversity and is committed to creating an inclusive, accessible and fair workplace. We believe that a workforce enriched by varied experiences, skills and perspectives strengthens our ability to deliver excellent services. In line with our dedication to transparency and the Public Sector Equality Duty (PSED) under the Equality Act 2010, the demographic breakdown of our workforce by protected characteristics in 2025 is shown below.

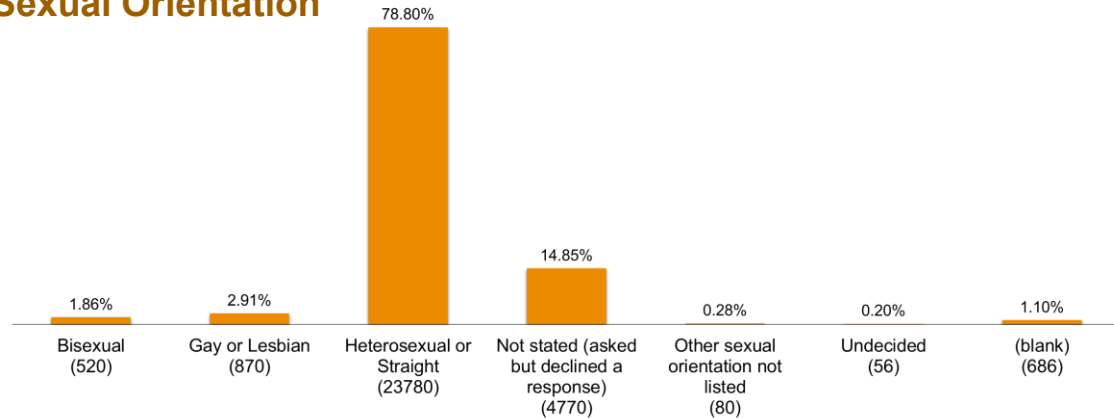
Sex



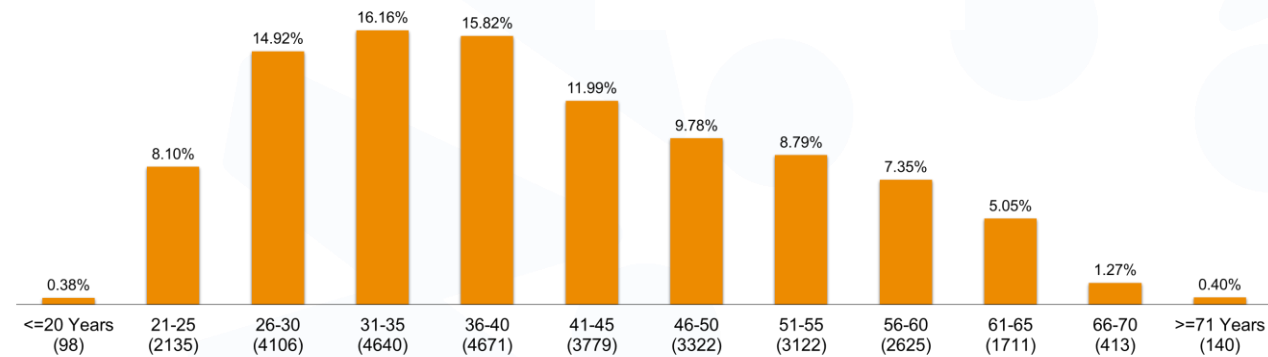
Disability



Sexual Orientation



Age



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity

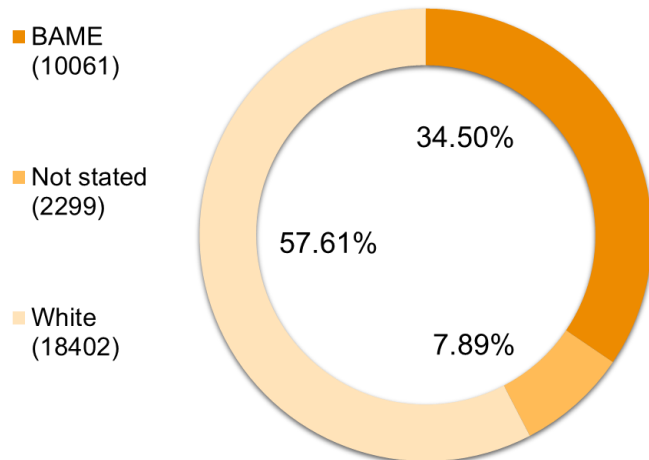


Diversity of Our Staff

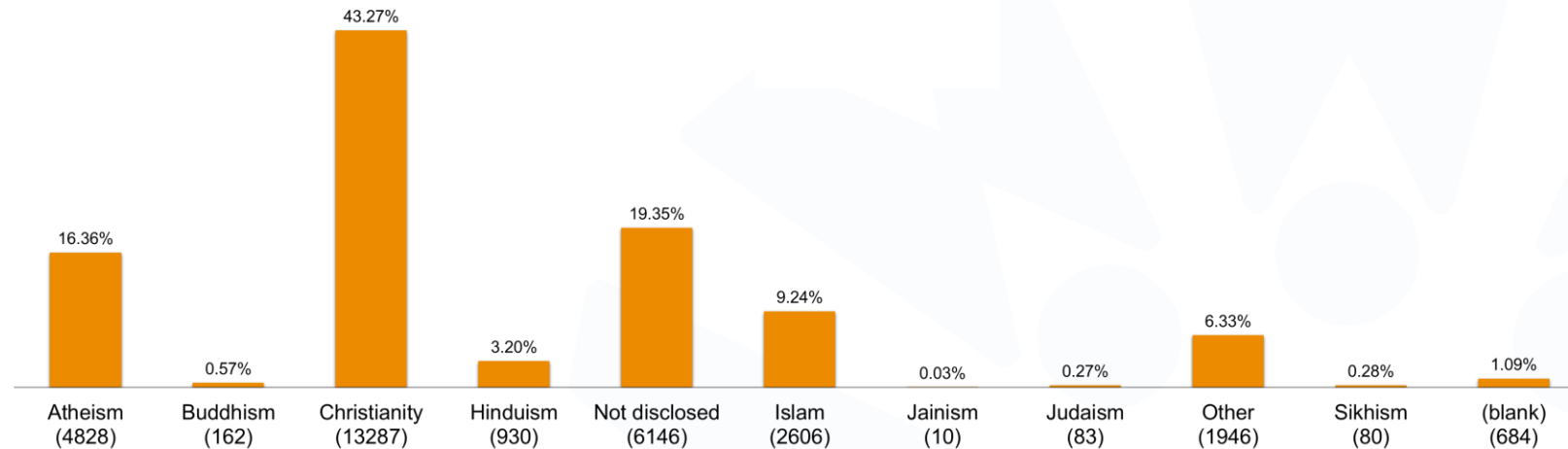


The Trust values diversity and is committed to creating an inclusive, accessible and fair workplace. We believe that a workforce enriched by varied experiences, skills and perspectives strengthens our ability to deliver excellent services. In line with our dedication to transparency and the PSED under the Equality Act 2010, the demographic breakdown of our workforce by protected characteristics in 2025 is shown below.

Ethnicity



Religion



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Workforce Race Equality Standard Key Findings (WRES)



At MFT, we are dedicated to improving lived experiences and creating a culture where race and ethnicity are not barriers to progression, where individuals feel safe and where differences are embraced. In line with the PSED under the Equality Act 2010, we continue to work in partnership with patients, service users and staff to transform our workforce systems and promote fairness and equity. Below are the key findings from the WRES 2025. Further information, including key findings and the action plan, can be found in the full report at the link below.

As of 31st March 2025,
MFT employed 31,649

30.9% (9,773) of MFT staff were from a BME background. This represented a 2.68% increase, rising from 28.1% to 30.9%. Growth has been positive across both clinical staff (up by 3.2%) and non-clinical staff (up by 1.3%).



5.3% of MFT board members were from a BME background. Of the 19 board members, 42.1% had not declared any ethnicity.



Across pay bands, only **5.9%** of staff from Band 7 to VSM were from a BME background, with the highest proportions in Bands 2, 5 and 3 (30 – 50%). BME representation has increased within Medical and Dental Consultant and non-Consultant career grades. However, non-disclosure rates are highest among Medical and Dental trainee grades (76%).



BME: 9,773 (30.88%)
White: 19,206 (60.68%)
Unknown: 2670 (8.44%)

White applicants were **2.5 X more** likely to be appointed from shortlisting compared to BME staff (rising from 1.9 in 23/24 to 2.5 in 24/25)



BME staff were **1.3 X More** likely than white staff to enter a formal disciplinary process (increased from 1.1 in 23/24 to 1.3 in 24/25.) The total number of disciplinary cases increased significantly from 45 in 23/24 to 293 in 24/25 due to case manager system functions.



White staff were **0.8 X less** likely than BME staff to access CPD/non mandatory training (reduced from 1.0 in 23/24 to 0.8 in 24/25).



16% of BME staff reported discrimination. This has gone down by standardise 0.5% (from 16.62% 23/24 to 16.13% in 24/25)



26% of BME staff reported experiencing harassment, bullying or abuse from patients, relatives or the public this was a 2.5% increase (from 23.2% in 23/24 to 25.7% in 24/25).



[Click to here to view the full WRES report 2025 and the action plan](#)



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Workforce Disability Equality Standard Key Findings (WDES)



At MFT, we are committed to improving lived experiences and fostering an inclusive culture where being disabled is not a barrier to progression, where individuals feel safe and where differences are embraced. In line with the PSED under the Equality Act 2010, we are focused on working in partnership with patients, service users and staff to transform workforce systems rather than expecting individuals to change. Below are the key findings from the WDES 2025. Further details, including key findings and the action plan, are available in the full report at the link below.

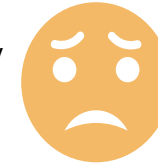
As of 31st March 2025,
MFT employed 31,649

Disabled = 1,720 (5.43%)
Non-Disabled = 24,519 (77.47%)
Not Disclosed = 5,410 (17.09%)

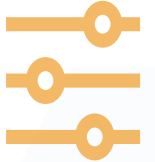
5.43% of our workforce have declared a disability. **23.4%** of staff declared on the Staff Survey (3,038 responses),



26.7% of disabled staff reported they felt pressure to come to work (**26.7%** in 23-24).



72.2% of disabled staff reported that reasonable adjustments had been made for them (**70.9%** in 23-24).



As of 31st March 2025,
MFT employed 31,649

Disabled = 1,720 (5.43%)
Non-Disabled = 24,519 (77.47%)
Not Disclosed = 5,410 (17.09%)

0 out of 19 board members have declared a disability. **57.89%** of the board's status remains undeclared.



35.4% of disabled staff reported they feel valued at work (**34.7%** in 23-24).



27.5% of disabled staff reported harassment, bullying or abuse from patients, service users, relatives and members of the public (**27.8%** in 23-24).



Disabled staff are **2.5x more** likely to enter the formal capability process than non-disabled staff (**3.04** in 23-24).



Non-disabled staff are **0.4x more** likely than disabled staff to be appointed from shortlisting (**1.04** in 23-24).



15.5% (**15.5%** in 23-24) from reported it from managers.

22.4% (**24.2%** in 23-24) reported it from colleagues.

49.8% disabled staff believe the trust provides equal opportunities for career progression or promotion (**47.5%** in 23-24).



[Click to here to view the full WDES report 2025 and the action plan](#)



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

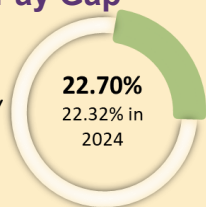
Celebrating Diversity



Pay Gap Report – Snapshot date – 31st March 2025

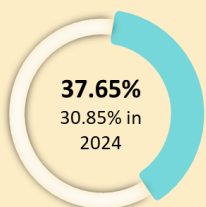
Gender Pay Gap

MEAN HOURLY PAY



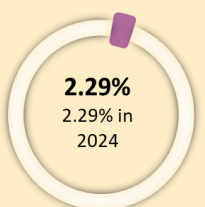
When using the mean (average), women are paid **22.70%** less than men. For every **£1** a man earns, a woman earns **77p**.

MEAN HOURLY BONUS



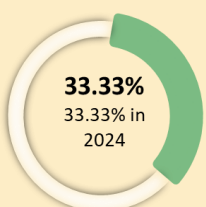
When using the mean (average), women receive **37.64%** less in bonus pay than men. For every **£1** a man receives in bonus pay, a woman receives **62p**.

MEDIAN HOURLY PAY



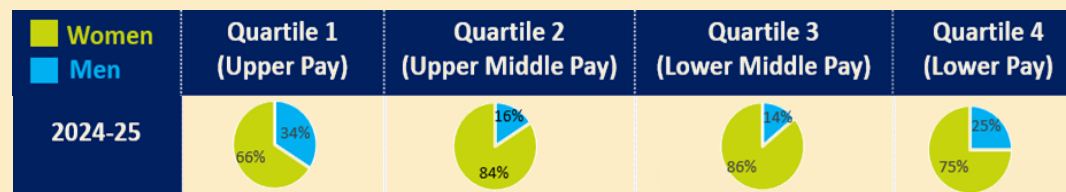
When using the median, women are paid **2.29%** less than men. For every **£1** a man earns, a woman earns **98p**.

MEDIAN HOURLY BONUS



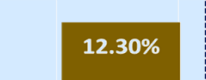
When using the median, women receive **33.33%** less bonus pay than men. For every **£1** a man receives in bonus pay, a woman receives **67p**.

Among consultants at MFT—the only employees eligible for CEAs—20.51% of men (22.8% in 2024) receive bonus pay compared to 13.39% of women (15.22% in 2024), creating a 7.1% bonus gap (7.6% in 2024).



Disability Pay Gap

MEAN HOURLY PAY



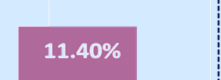
When using the mean (average), disabled staff are paid **12.30%** less than non-disabled staff. For every **£1** a non-disabled staff earns, a disabled staff earns **88p**.

MEAN HOURLY BONUS



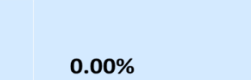
When using the mean (average), non-disabled staff receive lower bonus (-10.71%) than disabled staff. For every **£1** a non-disabled staff receives in bonus pay, a disabled staff receives **110.71p (£1.11)**.

MEDIAN HOURLY PAY



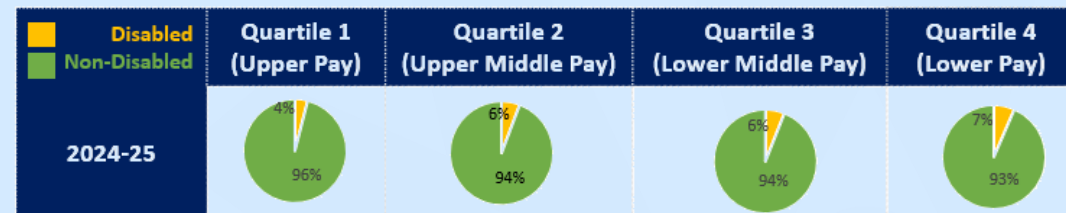
When using the median, disabled staff are paid **11.4%** less than non-disabled staff. For every **£1** a non-disabled staff earns, a disabled staff earns **89p**.

MEDIAN HOURLY BONUS



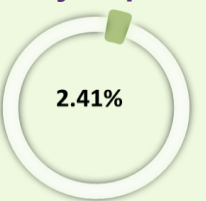
When using the median, there is no bonus pay gap between disabled and non-disabled staff. For every **£1** a non-disabled staff receives in bonus pay, a disabled staff receives **£1**.

Among consultants—the only employees eligible for CEAs—18.03% of non-disabled consultants received bonus pay compared to 42.86% of disabled consultants, resulting in a -24.83% gap.



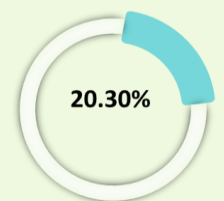
Ethnicity Pay Gap

MEAN HOURLY PAY



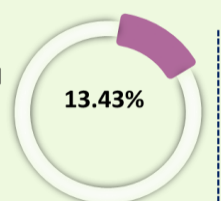
When using the mean (average), BME employees are paid **2.41%** less than White employees. For every **£1** a White employee earns, a BME employee earns **97p**.

MEAN HOURLY BONUS



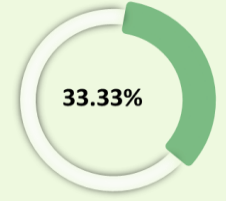
When using the mean (average), BME employee receive **20.30%** more in bonus pay than White employee. For every **£1** a White employee receives in bonus pay, a BME employee receives **£80p**.

MEDIAN HOURLY PAY



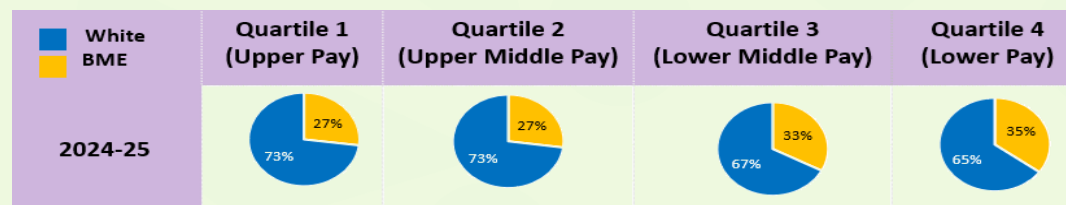
When using the median, BME employees are paid **13.43%** less than White employee. For every **£1** a White employee earns, a BME employee earns **86p**.

MEDIAN HOURLY BONUS



When using the median, BME employees receive **33.33%** less bonus pay than White employee. For every **£1** a White employee receives in bonus pay, a BME employees receives **67p**.

Among consultants—the only employees eligible for CEAs—21.72% of White consultants received bonus pay compared to 14.79% of BME consultants, resulting in a 6.93% gap.



[Click to here to view the Pay Gap reports 2025 and the action plan.](#)



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



In 2025, the **Patient Safety Conference** brought together staff from across Clinical Groups to share learning, strengthen collaboration and promote best practice in patient safety.

The **Safety Starts With Us** campaign was launched at the conference in November 2025, with more than **100 colleagues signing up as Patient Safety Champions** to support local safety improvement initiatives.

Findings from a recent **staff survey** indicated that many teams demonstrate a strong safety culture, although variation remains across the Trust, particularly in communication, process consistency and visibility of actions taken following reported concerns.

The campaign is now being **extended Trust-wide** to support staff in feeling confident and equipped to raise concerns and contribute to safer care for patients.

Become an MFT Patient Safety Champion

We are looking for a team of forward thinking, motivated team members that care about Patient Safety to join us as part of our new Patient Safety Champions Network.

We want a diverse group of people from all areas and roles within the hospital. Every perspective matters in creating safer care.

What's in it for me?

- You will ...
- be part of a dedicated team that is focused on making Patient Safety a priority.
- You will be involved in sharing learning with other staff members and being part of our team on the ground, highlighting any issues you think may become patient safety concerns.
- You will get to learn about all aspects of Patient Safety and governance and get to see behind the scenes what happens when an incident is reported.

Sign up here to join our network!

Safety starts with Us Visit the Patient Safety Hub to find out more - accessed via the intranet



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Let's Talk about Menopause

Menopause is a natural life stage that affects women differently, ranging from minimal symptoms to significant physical and emotional impacts such as hot flushes, night sweats and mood changes, which can influence wellbeing, attendance and performance at work. With a large proportion of the UK workforce now being menopausal, many women remain reluctant to discuss their experiences or request support from managers, highlighting the need for a more open and supportive workplace culture.

To address this, the Trust encourages open, stigma-free conversations about menopause and provides a Menopause Peer Support Group, offering a safe and inclusive space for colleagues to share experiences, build understanding and support one another. Participation is open to all colleagues, recognising the importance of allyship as well as lived experience.

Additionally, colleagues can self-refer to a specialist Menopause Clinic delivered by the Northern Contraception, Sexual Health and HIV Service. The organisation's role is limited to signposting this service, with no involvement in clinical delivery, referral processes or waiting lists.

LET'S TALK ABOUT MENOPAUSE...

Are you navigating the ups and downs of menopause? Don't go through it alone!

Join our warm and welcoming
Menopause Peer to Peer Support Group.
All colleagues welcome!

let's talk about...
MENOPAUSE AWARENESS

Menopause Awareness

Creating a menopause-friendly workplace for our people.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity

Population Health, Inclusion and the Socioeconomic Duty at MFT



Population Health at Manchester University NHS Foundation Trust (MFT) focuses on preventing ill health and addressing inequalities, particularly for global majority ethnic groups and economically disadvantaged populations. Initiatives align with MFT's socioeconomic duty under the Equality Act 2010, ensuring low-income groups are supported and included in decision-making and service planning.

Key Actions

Developed an Integrated Performance Report (IPR) tracking DNA rates, RTT performance, avoidable admissions and data quality, comparing outcomes for global majority versus white British groups.

Patient and resident engagement via five forums in 2025; 2026 plans include a monthly resident co-design group for employment programmes and collaboration with Manchester City Council poverty resident group.

Employment support and coaching programmes reached 2,000+ patients and carers, with >60% receiving formal support and over half from global majority groups.

Established a Community of Practice to coordinate support for low-income groups; formal evaluation begins Spring 2026.

Expanded Citizens Advice to five sites, generating 1,000+ patient referrals and >£2 million in benefits; over 50% of referrals were from global majority groups.

Impact:

- Disparities in access and outcomes are visible to senior leaders, enabling targeted interventions.
- Supports elimination of discrimination, advancement of equality of opportunity and fostering of good relations with underrepresented communities.
- Oversight by the Population Health Management Committee ensures ongoing evaluation and refinement through 2026.



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



EDI and Inclusive Workforce Development: The PGME department at MFT delivers initiatives supporting medical colleagues at all levels, focusing on Equality, Diversity and Inclusion (EDI), sexual safety and differential attainment (DA). Using insights from staff surveys and the National Education and Training Survey (NETS), PGME works with the Trust Sexual Safety Group to develop actions aligned with the wider MFT EDI strategy.

Key initiatives include interactive workshops for foundation doctors on EDI, sexual safety, transgender health and active bystander training, ensuring awareness of reporting routes and escalation pathways. The programme also promotes peer training, enabling foundation doctors to become future trainers and support lasting cultural change. This work strengthens inclusive leadership, workforce awareness and a safe, respectful and equitable training environment for medical staff at MFT.

Workshops on EDI, sexual safety, transgender health and protected characteristics

Peer training development to embed inclusive leadership

Collaboration with the MFT EDI Sexual Safety Group

Addressing differential attainment through educator training and mentorship

Governance by ADMEs for EDI, sexual safety and wellbeing

Equity and Career Progression for Protected Groups: The PGME department at MFT delivers targeted initiatives to support professional development, equity and inclusion, particularly for colleagues with protected characteristics. Programmes focus on non-clinical GPC training for Locally Employed Doctors (LEDs), leadership development for SAS doctors and enhanced induction for International Medical Graduates (IMGs), helping address support gaps and promote equitable career progression.

Opportunities are promoted through SharePoint, the LED hub, emails, manager briefings and WhatsApp groups to ensure underrepresented staff can access them. Programmes are overseen by ADME leads and an international tutor, with strong positive feedback demonstrating improved inclusion and equity in training.

8-day non-clinical GPC programme supporting LED portfolio development

Pearson leadership programme for SAS doctors

Enhanced IMG induction with dedicated tutor support

Promotion via multiple communication channels to reach protected groups

Monitoring of feedback and participation to ensure equitable access and impact



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Promoting Financial Wellbeing and Inclusive Access

Rewards & Benefits

The Rewards and Benefits (R&B) Team at MFT delivers trust-wide support for staff through financial wellbeing initiatives, salary-sacrifice schemes, travel discounts, staff benefits and targeted communications. In 2025, the team focused on improving equitable access to these services, particularly for staff in clinical areas or with limited digital access, by delivering roadshows across sites, webinars, pop-up hubs and tailored resources. Engagement was supported by over 800 staff Champions, multiple communication channels and in-person guidance to ensure staff from underrepresented or vulnerable groups were reached.

Key Actions

- Recorded sessions and multiple access formats for **flexibility and inclusivity**.
- Communications via newsletters, team bulletins, posters and **Champions** to reach underrepresented groups.
- Webinars, HSBC pop-up hubs and resources tailored to reduce stigma and improve financial literacy.
- Face-to-face guidance from **Money Guiders** and accessible materials for all staff.
- Roadshows** at multiple Trust sites promoting benefits, financial wellbeing and schemes.



Impacts

- Improved awareness, engagement and understanding of benefits and financial wellbeing resources.
- Reduced stigma and inequalities linked to digital access or socio-economic disadvantage.
- Strengthened inclusive culture, staff wellbeing and equitable access across all staff groups.



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



BAME Development Pilot for Band 5 to Band 6 International Nurses

Wythenshawe, Trafford, Withington and Altrincham Hospitals (WTWA)



Manchester University
NHS Foundation Trust



This pilot aims to build a more equitable pipeline into senior nursing roles, strengthen confidence and support sustainable career progression for BAME colleagues across WTWA.

Workforce Services at WTWA launched a **pilot BAME development programme** to support Band 5 International Nurses in progressing into Band 6 roles, addressing underrepresentation highlighted in workforce data.

The programme combines career coaching and targeted mentoring, tailored to individual participant needs, with the aim of reducing barriers created by traditional power dynamics between predominantly senior white staff and BAME colleagues. Nine eligible participants, selected based on prior training for Band 6 applications, were offered flexible, largely one-to-one coaching and mentoring, ensuring access for staff working unsociable hours and providing development that is personalised rather than generic.

The programme is inclusive by design, providing targeted support while fostering confidence, skills and career progression for BAME staff.

Early indicators suggest participants have already begun identifying job opportunities for future applications. Key features include:

- Targeted mentoring and coaching – one-to-one support tailored to individual development needs.
- Flexible delivery – minimal scheduled activity to accommodate staff working unsociable hours.
- BAME-focused development – intentionally designed to address underrepresentation in Band 6 roles.
- Power-aware approach – mitigates hierarchical barriers by aligning support to participant needs rather than imposing generic training.
- Early impact – participants are identifying career opportunities and preparing to apply for Band 6 posts.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Workforce Policy Development and Inclusive Practices

Human Resources (HR)



HR team provides advice and support to Corporate Services and leads workforce practice improvements that are cascaded across all Clinical Groups, including policy development and guidance. This work spans multiple ongoing workstreams rather than a single project and focuses on strengthening inclusive employment practices and ensuring equitable support for staff. Key developments include updates to several policies and guidance documents to better support staff with protected characteristics and improve fairness in workplace practices.

The Pregnancy and Parenting Policy has been enhanced to include additional flexible provisions such as paid time off for baby loss for both parents, time off for fostering and adoption training, paid leave for staff entering Special Guardianship arrangements and enhanced leave and pay for parents of neonatal babies.

Pregnancy and Parenting Policy

Changes to Organisational Change guidance now encourage early conversations about reasonable adjustments at the start of consultation processes rather than waiting until formal procedures begin. In addition, training has been developed for line managers to support the proactive and effective implementation of reasonable adjustments for staff.

Organisational Change guidance

Introduction of an Employee Relations (ER) tracker to improve the availability and monitoring of data relating to employee relations cases and protected groups. This improved data insight will support targeted interventions where inequities are identified and enhance the accuracy of reporting for the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES).

Employee Relations (ER) tracker

- Refreshed Supporting Transgender Staff guidance
- Revised Dress Code Policy designed to meet the needs of all staff

Other Updates

This work has been informed by workforce data and feedback from a range of stakeholders, including MFT staff networks. Collectively, these initiatives strengthen managers' awareness of their responsibilities, support inclusive and equitable workforce practices and ensure the Trust remains legally compliant while striving to go beyond statutory requirements to support staff wellbeing and equality of opportunity.



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Cultural Safety and Anti-Racism Awareness

Specialist Hospitals Clinical Group

Throughout 2024–2025, the Specialist Hospitals Clinical Group (SHCG) delivered targeted cultural safety and anti-racism initiatives across Saint Mary's Hospital and Royal Manchester Children's Hospital (RMCH) to improve awareness, promote inclusive practice and strengthen psychological safety for staff and patients.

The work involved collaboration between EDI, Organisational Development (OD), senior clinical leadership and local staff teams.

Key activities included:

- Identifying cultural safety as a priority in the Gynaecology Division
- Mobile staff engagement and listening events at Saint Mary's
- Anti-Racism workshops and EDI Champion training attended by RMCH colleagues



Sessions were delivered through a mix of in-person engagement and wider-reach presentations to connect with diverse staff groups, with further sessions planned.

All sessions increased awareness of cultural safety, greater visibility of the EDI Champion role, improved confidence among staff to recognise and challenge racism and stronger foundations for respectful, culturally safe care across specialist services.



Cultural Safety for all
Together, we heal better



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Inclusive Reporting and Monitoring

Freedom to Speak Up (FTSU)

The **Freedom to Speak Up (FTSU) service** promotes a positive workplace culture where colleagues feel confident to raise concerns, enhancing both patient safety and staff experience. A review of equality monitoring data by FTSU Guardians identified gaps and inconsistencies, including unclear terminology, inconsistent use of language and incomplete demographic monitoring. These issues limited the service's ability to spot trends, measure progress and implement targeted improvements, potentially undermining confidence in the FTSU process. To address this, the Guardians, in consultation with the EDI team, FTSU Champions and MFT Staff Networks, **redesigned all FTSU forms** and associated guidance to improve clarity, accessibility and inclusivity. Key actions included:

Inclusive language and accessibility

Adopting clear, consistent terminology and improving guidance for completion.

Confidentiality and anonymity

All monitoring forms were made confidential to reduce fear of identification or bias and encourage engagement.

Barrier reduction

Addressed language, cultural considerations and accessibility to support colleagues with protected characteristics.

Ongoing review

Forms will undergo annual review to ensure alignment with MFT and Government guidance and to identify any underrepresented groups.



Data-informed diversity strategy

Initial data highlighted underrepresentation of colleagues under 30 and disproportionate white female representation in senior positions, informing recruitment and development of FTSU Champions to better reflect the workforce.



These measures aim to create a **fair, transparent and equitable FTSU system**, building trust, fostering engagement and ensuring all colleagues can safely raise concerns while supporting diversity, equity and inclusion across the Trust.

[The National Guardian's Office - Freedom to Speak Up](#)



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Create+ Arts: Inclusive Staff Wellbeing Programme at MFT

Delivered by Lime Arts across MFT, **Create+** offers inclusive, artist-led sessions during paid hours to support mental health, reduce stress, strengthen teams and improve staff wellbeing. Participation gaps by site, role, age and ethnicity guide **targeted promotion, flexible referrals, small groups and tailored adaptations** for diverse needs.

“It allowed me to express belonging, faith and values in a thoughtful and respectful environment... Create+ created a safe space where difference was valued.” – Consultant, Endocrinology & Diabetes

“Create+ has significantly reduced my stress and anxiety... I return to work calmer and better able to manage the busiest part of the week.” – neurodivergent staff member

“Create+ provided a calm, non-judgmental space where we felt safe and accepted... We never felt excluded or judged.” - neurodivergent staff member



A NEW CREATIVE WELLBEING PROGRAMME FOR MFT STAFF

Key actions and outcomes included:

- **Equitable access:** flexible referrals, small groups, neutral spaces and paid hours reduced barriers for staff with mental ill-health, menopause, trauma, phased returns or caring responsibilities.
- **Tailored support:** artists adapted materials and pace for physical, sensory, cognitive and neurodiverse needs, creating psychologically safe spaces.
- **Targeted engagement:** under-represented groups were proactively supported through promotion and signposting.
- **Culture and inclusion:** workshops connected staff across roles, sites and backgrounds, reducing hierarchies and promoting mutual respect.
- **Impact:** staff reported reduced stress, increased confidence, improved wellbeing and safe spaces to express identity, faith, heritage and lived experience.

Through these interventions, Create+ strengthened equitable access to wellbeing support, fostered inclusion, enhanced peer support and empathy and contributed to a more compassionate workplace culture where **difference, lived experience and staff wellbeing are recognised, respected and supported.**



Improved patient access, safety and experience




A representative and supported workforce

Inclusive leadership

Celebrating Diversity



The Workforce Systems Team ensures that all staff have equitable access to Trust services by providing user-friendly, accessible digital systems. Platforms such as **People Place** and **The Learning Hub** are designed with inclusive principles, assistive technologies and accessibility features to support staff with diverse needs. These systems empower staff to find information, access training and engage with resources independently while ensuring feedback is collected and improvements are implemented. The team works closely with Subject Matter Experts (SME), including EDI representatives, to continuously enhance usability, inclusivity and staff engagement.

<p>Key activities</p> 	<p><i>People Place</i> portal available 24/7 via web or app, with intuitive navigation, screen-reader compatibility, accessible fonts and in-built chatbot.</p>	<p>Feedback mechanisms including site functionality (“Is this useful?”), chatbot and Helpdesk requests to continuously improve accessibility.</p>	<p>All videos include transcripts and Microsoft Edge users can access ‘read aloud’ functionality.</p>	<p>User-controlled adaptations such as closed captions, audio description and screen-size adjustments for inclusive access.</p>	<p>Wide range of EDI and accessibility-focused training, including neurodiversity, cultural competency and vision/hearing impairment.</p>	<p><i>The Learning Hub</i> hosts eLearning and training bookings; all in-house eLearning undergoes Equality Impact Assessment.</p>
<p>Impacts</p> 	<p>Platforms reduce low-level queries by enabling independent access to information.</p>	<p>Improved accessibility and inclusivity for staff with diverse needs.</p>	<p>Staff engagement strengthened through continuous development and tailored digital learning solutions.</p>	<p>Supports equitable access to training, information and Trust resources for all staff.</p>		



Manchester LCO and Trafford LCO provide NHS community health and local authority adult social care services, employing around 4,500 staff. Beyond daily services, they work with communities to improve access and address broader health determinants.

The Community Stroke and Neuro Rehabilitation Team (CSNRT) in Trafford identified gaps in confidence and cultural competence when supporting Muslim women with hijab application after stroke or neurological injury. Staff were unsure about the hijab's significance, safe application with one-sided weakness and sensitive communication.

An administration officer with lived experience delivered a practical training session covering:

- Hands-on hijab application techniques, including adaptations for hemiplegia and limited upper-limb function
- Cultural and religious context, emphasising dignity, privacy and identity
- Rehabilitation challenges (washing, dressing, fatigue, cognitive impairment)
- Reflective discussion on unconscious bias and the impact of unmet cultural needs
- The session was inclusive, open to all CSNRT disciplines, practical in design, scheduled during working hours and encouraged participation from under-represented staff.

As an outcome to the session staff reported:

- Increased confidence supporting hijab application
- Greater awareness of religious identity in recovery and dignity
- Reduced anxiety discussing faith-related care needs
- Improved multidisciplinary understanding and collaboration
- Enhanced empathy, cultural sensitivity and person-centred care
- The activity promoted understanding, challenged stereotypes and supported a respectful, inclusive environment in CSNRT.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Secondments Pilot and Redevelopment Project

North Manchester General Hospital (NMGH)



Manchester University
NHS Foundation Trust

Secondments Pilot

NMGH Clinical Group is initiating a pilot secondment scheme, modeled on the Removing the Barriers – E3 Scheme. This pilot will be delivered solely at North Manchester and aims to provide structured secondment opportunities for staff from ethnic minority backgrounds and those with disabilities. The scheme specifically targets Band 6 staff seeking progression to Band 7 roles, supporting career development, leadership skills and equitable advancement opportunities. The project is currently in the planning phase and is planned to commence in 2026.



North Manchester Redevelopment Project

The new NMGH, scheduled to open in 2032, is being developed with a strong focus on equality, diversity and inclusion. The EDI team is collaborating closely with the Programme Lead to ensure that the new site is fully accessible to both staff and patients. The design and planning processes will prioritise inclusive features that promote equitable access, support diverse workforce needs and ensure a safe and welcoming environment for all service users.

Both initiatives reflect North Manchester's commitment to advancing equality of opportunity, fostering an inclusive workforce and ensuring accessible, inclusive facilities in line with the Trust's PSED obligations.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Fostering Inclusive Practice and Representation

Manchester Royal Eye Hospital

The **Optometry Department** at MFT comprises clinicians providing care for patients with eye conditions across multiple outpatient settings, including ORC, WTWA and satellite clinics. While the team is diverse in terms of heritage and religious beliefs, there were gaps in awareness regarding which cultural or religious days were meaningful to different staff members and leadership did not fully reflect the diversity of the workforce or the patient population. To address this, the department implemented several inclusive initiatives:

Diversity calendar – a printed calendar displayed in the staff office to highlight and celebrate special cultural, religious and heritage days.



Morning huddles – daily meetings now include a mention of any special day, fostering awareness and respect for staff beliefs across the team.

Inclusive recruitment – a secondment for the role of Principal Optometrist was ring-fenced using the **E3 recruitment process** to support the appointment of a staff member from a diverse ethnic group, ensuring leadership better represents the workforce. Eligible staff were actively encouraged to apply for the role, with support from line managers and the recruiting panel.



These measures have enhanced team awareness and inclusivity, enabling staff to acknowledge and celebrate a wider range of meaningful days and fostering a culture of respect. The successful appointment of a diverse candidate to a leadership position improves representation, demonstrates the organisation's commitment to valuing all staff regardless of heritage and provides role modelling for junior colleagues.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity

Workforce Development and Clinical Excellence

Manchester Royal Infirmary (MRI)



Manchester University
NHS Foundation Trust



Centralising the vascular service allowed retention of specialist staff and ensures equitable access to advanced facilities, training and peer support. Standardised practices across the network reduce variation in clinical exposure, supporting staff in delivering consistent, high-quality care.

The MRI Vascular Single Arterial Service embeds research and innovation within the workforce. Opportunities include NIHR-funded posts, doctoral supervision and honorary academic appointments. Staff development initiatives enhance skills and career progression, fostering an inclusive environment for clinical and research excellence.

The networked model encourages multi-hospital collaboration, peer learning and knowledge-sharing. Workforce feedback informs service improvement and academic structures allow staff to combine clinical and research roles. These measures support a resilient, skilled and motivated vascular workforce, aligned to high standards of care and innovation.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity





FIVE NETWORKS. ONE COMMUNITY.

Scan the QR code to
Explore our Staff Networks
on People Place.



Staff Networks at MFT support employees from diverse equality groups, providing platforms to share experiences and offer mutual support. These networks help the Trust understand workplace issues, influence policy and act as consultative mechanisms. They also assist the Trust in meeting its obligations under the Equality Act 2010, while offering staff opportunities to develop skills such as negotiation and leadership.

The **Network of Networks** promotes collaboration and supports intersectionality by addressing overlapping issues faced by staff who belong to multiple equality groups.

Colleagues can find more information and links to join the network on the People Place page.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Disability and Employment conference



Manchester University
NHS Foundation Trust

The **Diverse Abilities Staff Network** at MFT provides advice, support and advocacy for disabled and neurodiverse staff, as well as those with long-term health conditions. In line with its commitment to Equality, Diversity and Inclusion (EDI), the Network organised an Internal Disability Conference on 3rd December 2025 to demonstrate how reforming recruitment processes can improve access and experience for disabled and neurodiverse employees.

Using **internal and external data alongside anecdotal evidence**, the Network identified key barriers, including lengthy application forms that can exhaust candidates and traditional interviews that may disadvantage people due to their disabilities or neurodiversity. The conference highlighted practical approaches to address these barriers, including:

- ✓ Allowing candidates to submit a CV instead of a full application form.
- ✓ Assessing candidates' abilities through practical tests, presentations, mock scenarios and task-based assessments rather than relying solely on interviews.
- ✓ Requesting that registrants state any reasonable adjustments needed to ensure full participation.
- ✓ Delivering slides with non-white backgrounds to support attendees with colour or visual impairments.
- ✓ Ensuring attendance was open to all employees, fostering awareness and inclusion across the Trust.

The 2025 Conference was built on the success of the 2024 event, which focused on reasonable adjustments and aims to continue improving managers' understanding and provision of support. Early evidence from prior initiatives suggests that reforms in recruitment and awareness can enhance the experience of disabled and neurodiverse employees and the 2025 Conference is expected to further embed these improvements, though sustained change will take time as learning continues across the Trust.



MFT Diverse Abilities
Staff Network

Embracing Abilities | Empowering Voices | Enabling Action



MFT DHM EVENTS LINEUP – Nov/Dec 2025



Wednesday
3rd
Dec

DAN/N-gage Winter Conference
Core Tech Facility – ORC Campus (MFT Staff)
9.00am – 4.00pm
The theme for this year is "Amplifying the leadership of persons with disabilities for an inclusive and sustainable future"
If you would like to attend, email equality@mft.nhs.uk

Thursday
11th
Dec

Employment in the NHS for Staff with a Disability
Panel Discussion
Via Microsoft Teams - 2.00pm to 3.30pm
Scan the QR code to register
Hear from diverse voices on journeys of discovery, success, and empowerment.

Monday
15th
Dec

Tourettes Action – Webinar
Workplace Training: Supporting Neurodiversity – Tourette Syndrome Awareness
Via Microsoft Teams - 10.00am - 12.00am
Scan the QR code to register
Session is designed to equip employers, managers, and colleagues with the knowledge and tools to better understand Tourette syndrome (TS) and foster an inclusive, neurodiverse workplace environment.

Thursday
18th
Dec

Hidden/Non-Visible Disabilities Listening event (MFT Staff)
Via Microsoft Teams, 1.00pm to 2.00pm
Scan the QR code to register
This interactive, informal session is a safe space to share your thoughts, lived experience, and contribute ideas.
If you have any questions, email equality@mft.nhs.uk



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



LGBTQ+ Network, Pride Engagement, Inclusive Support, Award



The LGBTQ+ Staff Network provides a safe and supportive space for LGBTQ+ colleagues and allies across MFT to share experiences, raise concerns and influence Trust policy and practice.

LGBTQ+ Staff Network – Visibility, Engagement and Inclusion:

In 2024/25, the Network strengthened visibility, engagement and communication through campaigns, regular updates and key events such as the **3rd Annual LGBTQ+ History Month Panel**. Insights from the **LGBTQ+ Inclusion Survey** are guiding future priorities to promote allyship and a more inclusive workplace.

The key actions promoted a visible, inclusive and welcoming Trust culture;

- Host monthly meetings, social events, and education campaigns to promote allyship.
- Provide regular communications and updates through Your LGBTQPlus News.
- Offer hybrid events and shared resources to support multi-site and shift-based staff.
- Deliver key events, including LGBTQ+ History Month, World AIDS Day, and LGBTea.
- Collaborate with external partners, such as Sparkle, and encourage open engagement for all staff.

LGBTQ+ Staff Network and Pride Engagement

Through meetings, campaigns and collaboration with senior leaders, the Network strengthens inclusion and ensures LGBTQ+ voices contribute to Trust-wide EDI work.

Key Activities

- Monthly meetings and social events to build connection and peer support
- Educational campaigns promoting awareness and allyship
- Collaboration with senior leaders to inform policy and organisational change
- Pride Celebration & Brand Launch (27 June 2025) and participation in the Manchester Pride Parade
- Inclusive communications and multiple ways for staff to engage

Impact : Increasing the visibility of LGBTQ+ identities across the Trust fosters a stronger sense of belonging and confidence among LGBTQ+ staff, while also enhancing awareness and allyship throughout the workforce. This collective effort reinforces a respectful and inclusive workplace culture that is closely aligned with the Trust's values.



Strengthened support for **Transgender and Gender Diverse (TGD) colleagues** in 2025 through education, visibility and peer support initiatives. Working with internal teams and external partners, the programme aimed to improve understanding, address inequalities and create safer, more inclusive spaces across the Trust.



Key Activities

- Transgender Day of Visibility (TDOV) Health Inequalities Webinar highlighting lived experiences
- Launch of a confidential TGD MS Teams support network
- Transgender Awareness Week and Transgender History Week sessions promoting allyship and learning
- Partnership with Sparkle – The National Transgender Charity
- Accessible digital events, recordings and SharePoint resources for staff across sites

These activities raised awareness of transgender health inequalities and workplace experiences, enhanced ally confidence and respectful engagement, and fostered a stronger sense of safety, belonging, and peer connection for TGD staff, while education and myth-busting reduced stigma and reinforced a workplace culture of dignity, respect, and inclusion.



Pride Network of the Year at the 3rd Annual Gaydio Pride Awards, the largest LGBTQ+ ceremony outside London.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



LGBTQ+ Inclusion Plan and Staff Network



Manchester University
NHS Foundation Trust



LGBTQ+ Staff Network, an inclusive and supportive community for LGBTQ+ colleagues and allies across Manchester University NHS Foundation Trust (MFT). The network provides a safe space to share experiences, raise concerns and build connections, while collaborating with decision-makers to influence policy, improve workplace inclusion and ensure LGBTQ+ staff can bring their authentic selves to work. The network hosts monthly meetings, social events, educational campaigns and allyship initiatives, contributing to Trust-wide equality, diversity and inclusion (EDI) efforts.

Key Actions:

LGBTQ+ Inclusion Plan:

Multi-year programme to embed LGBTQ+ inclusion across the Trust by:

- Strengthening leadership and staff awareness
- Updating workforce policies to reflect non-heteronormative and non-cisnormative practices
- Improving HR and clinical systems to accurately record sexual orientation and gender identity
- Preparing the organisation for the “More Than Just a Rainbow Badge” programme

Workforce Policy Improvements:

- Aligned recruitment, progression and workplace adjustment processes with national NHS LGBTQ+ leadership framework
- Strengthened support for transgender, non-binary and gender-diverse staff, including those transitioning at work

Engagement and Collaboration:

- Staff across the Trust, especially LGBTQ+ colleagues and allies, were invited to comment, contribute and shape the Plan
- Updates communicated through network channels, EDI governance and leadership communications
- Integration with national programmes to support underrepresented groups in leadership

Education and Awareness:

- Delivered Rainbow Badge training to increase understanding of LGBTQ+ lived experiences
- Built confidence among staff to engage in inclusive behaviours and allyship

Impact

- ✓ Improved visibility, respect and inclusion for LGBTQ+ colleagues and patients
- ✓ Reduced prejudice and strengthened understanding across the Trust
- ✓ Encouraged cultural change through leadership endorsement and alignment with national frameworks
- ✓ Embedded consistent Trust-wide standards for LGBTQ+ inclusion, normalizing conversations and improving organisational empathy.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Workforce and Leadership – Recruitment Support Resourcing Services

The Resourcing Services team ensures safe, fair and inclusive recruitment into MFT, covering pre-employment checks, candidate attraction, immigration support, temporary workforce and alternative access. To support managers, an 8-week email programme, Mission TRAC-tion, provided guidance on the end-to-end recruitment process, including candidate experience, unbiased shortlisting, interview, assessment and reasonable adjustments.

Key activities and inclusive approaches

Delivered guidance via a structured 8-week email programme highlighting best practice and recruitment tips.

Focus on fair, transparent recruitment processes and candidate experience.

Signposted managers to resources on reasonable adjustments and accessibility considerations.

Provided support across internal and external candidates, temporary workforce and immigration processes.

Impact and outcomes



Anecdotal feedback has been very positive.



Engagement metrics being tracked through intranet traffic to further assess programme effectiveness.



Early indications suggest improved awareness among managers of inclusive recruitment practices.

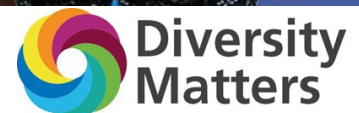


Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Widening Participation team



Manchester University
NHS Foundation Trust

The **Widening Participation team** at MFT works to increase and diversify the NHS and wider Health and Social Care workforce by engaging with our local communities and supporting managers who wish to get involved in these programmes.

Hosting an industry or work experience placement is a practical way for services to gain extra support while developing the future workforce, with guidance from our **Work Experience team**, recently accredited with the **Health Education England Quality Standard Gold Award** for the second time. Placements support day-to-day activity across clinical and non-clinical services.

The **Employability Team** delivers programmes combining classroom learning with practical work placements, helping members of our local community access employment while building a talented and diverse workforce. These programmes are a key part of MFT's recruitment and workforce development strategy, supporting individuals who may have faced barriers to traditional employment. Our initiatives include:

- **Experience: Work Experience and T-level placements** – providing hands-on NHS role experience, inspiring the future workforce and supporting transitions to work or further study.
- **Insight: Career Ambassadors and Careers Events** – opportunities for staff to engage with schools, colleges and communities to promote NHS careers and inspire future talent.
- **NHS Careers Ambassadors** – staff volunteers who act as role models, supporting events and activities to show young people what working in healthcare is really like and attract people with the right skills and values to our workforce.

Once young people are inspired it build their confidence and dispels the fear, fears that they may have regarding the future or indecision on what career pathway they can choose. I am happy to say with my inspiration I have managed per year to have at least a minimum 3 students who were motivated to go and study Radiography. I love being an ambassador it has brought the best out of me.



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Inclusive Apprenticeship and Functional Skills Support at MFT



Manchester University
NHS Foundation Trust

Thrive at MFT as an Apprentice | All the support you need | All here for You



Apprenticeships programme supports staff in accessing both internal and externally provided apprenticeships, including employees from other organisations, Subject matter experts (SMEs) and NHS trusts.

The programme focuses on equitable access and progression, providing functional skills training in Maths and English for staff without the necessary qualifications to advance their careers. To ensure accessibility, learning materials and sessions are adapted for diverse needs, including screen and font adjustments, multi-coloured handouts, varied classroom session times across multiple sites for part-time or shift-working staff and remote exam invigilation allowing exams to be taken anytime within a 24/5 window.

Communication and promotion are delivered through multiple channels, including line managers, MFT Time, the Careers Hub and ESOL conversation clubs, ensuring awareness across diverse staff groups. Key outcomes include:

- **Inclusive learning adaptations** – accessible handouts, screen/font adjustments and flexible session times for diverse learning needs.
- **Remote accessibility** – exams available online at any time during a 5-day window, supporting flexible participation.
- **Targeted promotion** – multiple communication channels to ensure awareness among all staff, including part-time and shift workers.
- **Career progression** – learners completing functional skills qualifications have enrolled in further apprenticeships, supporting professional development and workforce growth.

This approach ensures equitable access to training, supports diverse learning needs and strengthens staff progression and engagement across MFT.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity





PROUD.UNITED.INCLUSIVE

Do you play an important part in promoting and supporting EDI activities in your area of work?

Do you currently volunteer as an EDI Advocate, Champion, Coordinator or Inclusionist?

Can you support us to create a more inclusive and equitable culture at MFT?

Be part of advancing equity and inclusion.
Come and join our EDI Allies Community today!

The EDI team actively promotes Equality, Diversity and Inclusion through various ally roles that support the workforce, engage in discussions and plan initiatives aimed at fostering diversity and inclusion. These allies passionately advocate for underrepresented voices, drive systemic change and cultivate an inclusive culture. Together, they form a unified network dedicated to celebrating diversity and embedding inclusion into the organisational culture.

This initiative aims to redefine these roles, offer more training opportunities and emphasise collective responsibility and accountability.



Colleagues can click [here](#) or email equality@mft.nhs.uk to join the EDI Allies Community



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Dyslexia Awareness Week 2025: As part of its 2025 events, the EDI team partnered with the North West NHS Dyslexia Network to celebrate Dyslexia Awareness Week in October. Specialist speaker from Diverse Learner delivered a session virtually on dyslexia and reasonable adjustments, including an open Q&A. The session was accessible and designed for all staff to engage easily with the topic. Feedback was very positive, with participants reporting new learning applied in their departments and prompting discussion on creating a regional neurodiversity/disability network to share best practice and reduce siloed working.



Diverse Talent Graduate Scheme – Neurodivergent Graduates

(R&I): The R&I and NIHR Manchester CRF teams, in partnership with Manchester Metropolitan University, delivered the Graduate Diverse Talent Scheme to improve access to research roles for neurodivergent graduates, including those without formal diagnoses. Up to five 3-month placements (30 hours/week) were funded across roles such as Clinical Trials Assistant, Nowgen Centre Assistant and Research Administrator (EDI focus). The programme included inclusive recruitment processes, flexible working, reasonable adjustments and line manager training to support neurodivergent staff. This scheme created new pathways into research, strengthened inclusive recruitment, widened participation and supported progression into long-term research careers, contributing to a more diverse workforce.

Neurodivergent Staff Working Group: In 2024/2025, the staff-led Neurodivergent Staff Working Group was established through the NIHR Manchester BRC EDI Strategy to create a psychologically safe space for neurodivergent staff across roles. The group supports peer learning, identifies barriers and informs inclusive workplace practices through peer sessions, feedback, practical resources, signposting and manager engagement. Outcomes include greater visibility of neurodivergent experiences, improved staff confidence and access to tools and strengthened foundations for inclusive practice across BRC partner organisations.



The Oliver McGowan Mandatory Training (OMMT) on Learning Disability and Autism

MFT ensures staff are trained to provide safe, compassionate care for people with learning disabilities and autism. Introduced after Oliver McGowan's death, OMMT is now a statutory requirement for all CQC-registered providers under the Health and Care Act 2022. It delivers role-specific training to improve understanding, make adjustments, reduce health inequalities and prevent harm, supporting a stronger, more inclusive NHS workforce. [The Oliver McGowan Mandatory Training on Learning Disability and Autism | NHS England | Workforce, training and education](#)



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Activity Coordinators and Dementia Link Practitioners from MRI, Wythenshawe and NMGH came together at Manchester Museum for a collaborative away day recognising their important role in supporting patients living with dementia.

The session provided an opportunity for shared learning, reflection and collaborative activities, highlighting how meaningful engagement supports patient wellbeing, dignity and quality of life. The event also strengthened cross-site collaboration and reinforced the value of inclusive, person-centred approaches to care for patients living with dementia.

To learn more about how meaningful activities support patients living with dementia, click [here](#).

Dementia Activity Coordinators away day at Manchester Museum



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Violence Prevention and Reduction (VPR) standard

The Trust has an established VPR Charter as well as VPR Policy. A gap analysis and improvement plan has been completed with clear objectives and timescales.

The Trust has an established Strategic Steering Committee which oversees the wider VPR agenda; supported by a VPR Compliance Working Group focussed on the delivery improvement plan and objectives identified from the self-assessment. Operational delivery, including products, initiatives and guidance is through an operational staff engagement forum, Trust Operational Group Security (TOGS).

There are clear workplans across each forum to deliver key objectives which will be reported via the Workforce Education Management Committee and People Board Committee.

The Lead for VPR is also the lead facilitator for the VPR CoP in the North West; the co-chair of the national Security, Violence Prevention and Reduction Network (NPAG) and key stakeholder in the NHS England VPR Reporting and Safe Working Guidance Group.



Implementing the NHS Violence Prevention and Reduction Standard helps keep our NHS people safe.



We are **safe** and **healthy**
People Promise



The refreshed version of the NHS Violence Prevention and Reduction Standard is available now.



We are **safe** and **healthy**
People Promise



The NHS Violence Prevention and Reduction Standard was developed in partnership with the Social Partnership Forum, Integrated Care Systems and NHS organisations.



We are **safe** and **healthy**
People Promise



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



Commitment to a Safe and Respectful Workplace



MFT is committed to a safe, respectful workplace with zero tolerance for sexual harassment, violence or abuse and has joined NHS England's Sexual Safety Charter.

Key Activities and Engagement

Reporting and Support

The Trust collaborated with the Sexual Assault Referral Centre (SARC) to train Freedom to Speak Up (FTSU) Guardians, ensuring confidential and specialist support for those reporting incidents. The Employee Relations Oversight Group developed a dashboard to capture and monitor reports, with ongoing work to back-record data from April 2025, identifying 14 investigations.

Training and Induction

Sexual safety awareness was embedded in all staff induction programs, reaching 1,900 new staff members. Additional engagement included the Locally Employed Doctors conference (130 staff), consultant sessions and attendance at the Clinical Group senior nurse and allied health professional meetings.

Workshops and Campaigns

A Sexual Safety Workshop in June 2025 identified four development areas: Prevention, Reporting, Victim-Centered Support and Awareness. Rolling communication campaigns, supported by leadership, reinforced the Trust's zero-tolerance stance.

Women's Staff Network

The Trust supported the establishment of a Women's Staff Network in May 2025, providing a dedicated space for women to voice concerns and seek support.

E-learning Modules

There was a significant increase in participation, with 2,052 staff completing the sexual safety e-learning module by November 2025, up from 297 in August. This reflects a broadening awareness and understanding of sexual safety issues.

Impacts



Increased reporting of incidents (301 patient-related cases via Ulysses in 2024/25).



Enhanced support structures and confidential reporting routes.



Over 2,000 staff engaged in e-learning and awareness activities.



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



NIHR Manchester Workforce Diversity Survey

The NIHR Manchester Biomedical Research Centre (BRC), NIHR Manchester Clinical Research Facility (CRF) and NIHR Applied Research Collaboration (ARC) work within trusts and universities to deliver experimental medicine and applied health research, recognising that a diverse workforce supports innovation and community-relevant research. An electronic survey was distributed across BRC, CRF and ARC to understand workforce and student demographics and support equitable opportunities. The survey aligned with NIHR standards and collected voluntary data on protected characteristics, role, banding, employer and contract type, with secure anonymised reporting.

The survey created a baseline dataset to benchmark against local and national data and will inform actions to improve equity in training, development, progression, workforce representation and alignment with research participant communities.

NIHR | National Institute for Health and Care Research



NIHR | Manchester Biomedical Research Centre

NIHR | Applied Research Collaboration Greater Manchester

Widening Participation 

NIHR | Manchester Clinical Research Facility

Graduate Diverse Talent Scheme (Neurodivergent Graduates)

The NIHR Manchester Clinical Research Facility (CRF) and Research & Innovation (R&I) teams, working with Manchester Metropolitan University (MMU) and the MFT Widening Participation Team, delivered the Graduate Diverse Talent Scheme to improve employment access for neurodivergent graduates.

Non-clinical internships were advertised via MMU, with inclusive recruitment practices including structured interviews, informal formats, reasonable adjustments and flexible working options. Roles included Clinical Trials Assistant, Reception/Front-of-House and Research Administrator (EDI focus).

Three neurodivergent graduates completed internships and two secured further employment, strengthening inclusive recruitment and expanding career pathways in R&I and MFT.



Improved patient access, safety and experience

A representative and supported workforce

Inclusive leadership

Celebrating Diversity



MFT Reasonable Adjustments and Return to Work Toolkit

MFT recognises the legal right of disabled employees to reasonable adjustments, ensuring equal access to the workplace. These adjustments can involve equipment, software or changes in work methods to facilitate disabled staff in their roles.

MFT Reasonable Adjustments and Return to Work Toolkit has been designed by the Employee Health and Wellbeing (EHW) service as a guide for managers and staff when considering the needs of staff with health or neurodiverse conditions.

This toolkit provides information about the following:

- ➔ Reasonable Adjustments
- ➔ Return to Work
- ➔ Physical health conditions and work
- ➔ Return to work templates and other resources
- ➔ Neurodiverse conditions and work
- ➔ Mental health conditions and work
- ➔ Musculoskeletal health conditions and work
- ➔ Staying well after a return to work
- ➔ Sources of support and other signposting resources for staff



The NM&AHP team commissions ACAS-led sessions as part of CPD to enhance staff understanding of Reasonable Adjustments and support the Trust's EDI strategy.

The MFT Reasonable Adjustments and Return to Work Toolkit includes lots of useful resources and advice to aid staff and managers. [Click here to download the toolkit](#)



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



The SGMHT at MFT includes



Six nurses, a Mental Health Act Manager and a Coordinator

The team provides expert guidance on incidents involving patients with mental health conditions, leads policy and practice development and delivers both local and Trust-wide training in line with the Mental Health Act.

Reasonable Adjustments and Inclusive Development at SGMHT

A nurse with a diagnosed learning need applied successfully for a Specialist Nurse role in SGMHT, demonstrating strong patient-centered practice and clinical compassion. Reasonable adjustments and a personalised development plan were put in place, including structured learning modules, shadowing, mentorship, accessible resources and regular check-ins.

A supportive and inclusive environment was maintained, with gradual responsibility introduction and active involvement in team discussions and safeguarding activities.

After two months, the nurse reports increased confidence in managing safeguarding concerns, improved analytical skills and strong contributions to patient-centered care, particularly for individuals with learning disabilities or complex vulnerabilities.

The team notes enhanced empathy and strengthened inclusive workforce development, supporting MFT's Mental Health Strategy and Safeguarding Improvement Plan.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Diversity Matters - Aim 3 Inclusive Leadership



This section highlights:

- Embeds inclusive, compassionate leadership aligned to strategy and frameworks.
- Delivers multi-level leadership development with inclusive adjustments and flexibility.
- Strengthens staff voice, psychological safety and trust through structured engagement.
- Promotes collective leadership via Change Agents and visible executive sponsorship.
- Improves staff engagement, confidence in action and overall culture across MFT.

The **Organisational Development (OD)** team at MFT delivers system-level people and culture initiatives to improve organisational effectiveness, with a focus on inclusive leadership.

Compassionate Leadership Programme

- ✓ Multi-level initiative aligned with the MFT Strategy *Where Excellence Meets Compassion* (2024–2029) and the Management and Leadership Framework,
- ✓ Responding to NHS priorities and local intelligence such as, staff engagement, burnout indicators, team diagnostics and feedback on morale, inclusion and leadership behaviours.
- ✓ Embeds self-compassion, emotional regulation, self-awareness and empathy through case-based learning, scenario coaching and inter-team dialogue to address cultural and behavioural barriers.
- ✓ Includes accessibility adjustments, hybrid and flexible engagement, bespoke content and participant profiling, while promoting psychological safety and authentic participation.

Participation occurs across RISE, LEAP and LEAD leadership levels with

Confidential spaces, anonymous feedback and involvement of staff with protected characteristics across clinical and clerical roles, supported by Listening Well events, culture programmes and Schwarts Rounds.



High learner satisfaction, improved recognition of compassionate and inclusive leadership, reduced bias, stronger cross-level learning and better alignment between leadership behaviours, Trust values and inclusive practice.



The Collective Leadership & Culture Programme

Drives cultural transformation through a compassionate, inclusive, evidence-based approach, anchored by the **Change Agent Community** – which gathers staff feedback, supports the Culture Dashboard and links 22 recommendations to organisational programmes. Over 5,000 staff contributed insights on six cultural elements, which were synthesised and presented to the Board to shape Trust-wide priorities.

Key actions included

- ✓ Built a diverse Change Agent community across the Trust and mobilised them to facilitate sessions, amplify staff voice and implemented the “**We Listen, We Act**” strategy.
- ✓ Enabled **1,500+** staff to prioritise cultural recommendations
- ✓ Aligned cultural priorities with organisational programmes and strategy
- ✓ Supported **National Staff Survey** participation through engagement activities
- ✓ Addressed barriers and strengthened trust in the Trust’s culture approach
- ✓ Recruited **68 new Change Agents** and retained **27 early adopters**
- ✓ Hosted **bi-weekly Culture Corners** with the Chief People Officer
- ✓ Improved staff experience and organisational culture across MFT



Executive Sponsorship and Inclusion

As part of the annual inclusion events at MFT, executive leaders attend to demonstrate their commitment to promoting equality, diversity and inclusion across the Trust. Their active participation ensures that the needs of diverse groups are considered and that there is visible leadership in driving inclusive practices. By engaging directly with these events, executive sponsors contribute to fostering an inclusive culture where all employees feel valued and supported. This leadership not only champions the principles of equality but also helps to identify and address barriers to inclusion, ensuring that MFT upholds its responsibilities under the PSED to eliminate discrimination, advance equality of opportunity and foster good relations among diverse groups.



Graduate Trainee Leadership Residential

- ✓ **Two-night experiential leadership programme** developing confidence, resilience, teamwork and leadership through team-based and physical activities.
- ✓ **Inclusive adjustments** ensured equitable participation, including ground-floor accommodation, flexible travel time, joint risk assessments and adapted activities.
- ✓ **Delegates helped shape adjustments**, maintaining dignity, autonomy and psychological safety.
- ✓ **Outcomes:** increased confidence, well-being and sense of contribution.
- ✓ Demonstrated how **inclusive planning and reasonable adjustments enable equitable access to leadership development** and career opportunities.

Inclusive Leadership Development via Lunch & Learn Sessions

Lunch & Learn programme delivered by Workforce Services at WTWA to strengthen managers' understanding of inclusive leadership and protected characteristics

- ✓ **18 sessions (Feb–Dec 2025) with 617 attendances (326 individuals)**
- ✓ Delivered via **MS Teams** with recordings, transcripts, slides and follow-ups to ensure accessibility
- ✓ **Experience-led content**, often delivered by colleagues with lived experience (e.g., Ramadan session with practical guidance for managers)
- ✓ **Evaluation (Kirkpatrick Levels 1 & 2):** 100% positive reactions, 94% positive learning transfer
- ✓ Strengthens **inclusive management practices**, supporting a more equitable workplace and improved staff experience



Celebrating Diversity



Manchester University
NHS Foundation Trust



In the past year, the Trust celebrated diversity through a range of events that brought communities together and helped foster a culture that embraces what makes everyone different.

Through celebrations, the Trust strives to foster an inclusive culture enriched by the diversity of Greater Manchester's communities and workforce. The next page showcases some of the events and activities conducted, between January and December 2025.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Celebrating Diversity

In 2025 the Trust celebrated diversity by organising events that brought communities together and promoted a culture of inclusion.

These celebrations aimed to create an inclusive environment, enriched by the diversity of Greater Manchester's communities and workforce.

By actively participating in these events, executive sponsors helped to build a culture where all employees feel valued and supported.

Below are some highlights from the 2025 celebrations.

- **Armed Forces Day**
- **Black History Month**
- **Disability History Month**
- **Diwali**
- **East and Southeast Asian Heritage Month**
- **Equality, Diversity and Human Rights Week**
- **Hanukkah**
- **Inter Faith Week**
- **Manchester Pride 2025**
- **Ramadan**
- **Race Equality Week**
- **South Asian Heritage Month**
- **Christmas**



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



Conclusion

Throughout 2025, Manchester University NHS Foundation Trust has demonstrated how the Public Sector Equality Duty is embedded into decision-making, service delivery, workforce practice and leadership. This report evidences how equality considerations are routinely integrated across patient care, research, workforce development and governance, rather than treated as a standalone activity.

Targeted action to improve patient access, safety and experience has reduced barriers for people who experience disadvantage due to disability, language needs, deprivation or complex circumstances. Strengthened implementation of the Accessible Information Standard, expanded interpretation and translation services, inclusive service design and community-based models of care have supported more equitable access and improved patient experience across Trust services.

The Trust has continued to advance inclusive and equitable research, increasing participation from under-represented communities through redesigned recruitment approaches, community engagement and research delivered closer to home. These approaches help ensure that innovation and evidence generation better reflect the needs of the populations we serve and contribute to reducing health inequalities over time.

For our workforce, sustained focus on representation, experience and opportunity has driven progress through the Workforce Race Equality Standard, Workforce Disability Equality Standard and pay gap reporting. Targeted development programmes, reasonable adjustments, inclusive recruitment practices and strengthened staff networks have supported fairness, wellbeing and belonging, while data continues to identify areas where further improvement is required.

Inclusive leadership underpins this work. Leadership development, Change Agent activity, executive sponsorship and strengthened governance arrangements ensure accountability for equality impacts and support a culture where staff voice, learning and improvement are actively encouraged.

While meaningful progress has been made, equality is an ongoing statutory responsibility. Guided by the Diversity Matters Strategy and aligned to the Trust Strategy Where Excellence Meets Compassion, MFT remains committed to using data, lived experience and partnership working to eliminate discrimination, advance equality of opportunity and foster good relations for the diverse communities we serve.



We are **inclusive**



We are **open & honest**



We are **collaborative**



We are **compassionate**



We are **curious**



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



The Trust Equality, Diversity and Inclusion (EDI) Team

The Trust EDI Team is responsible for developing, delivering and reviewing the Trust's Diversity Matters Strategy. We are also responsible in ensuring the Trust adheres to the Equality Act 2010 and other legal obligations. We have produced this PSED Annual Equality Information Report with contribution from our workforce stakeholders.

The purpose of the Trust EDI Team is to build knowledge, confidence, support teams in being creative in progressing their own EDI activity and to enable them to achieve the Diversity Matters aims:

- Improved patient access, safety and experience.
- A representative and supported workforce.
- Inclusive leadership.

Our Team:

- Head of Equality, Diversity and Inclusion
- Senior Equality, Diversity and Inclusion Practitioner
- Equality, Diversity and Inclusion Practitioner
- Project Support Officer for Equality, Diversity and Inclusion

If you require this report in an alternative format or would like to enquire about further details on information presented in this report, please contact the Equality, Diversity and Inclusion (EDI) Team at equality@mft.nhs.uk.



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity



A big thank you to our workforce for their continuous commitment and hard work demonstrated throughout this report, enabling us to work towards our Diversity Matters aims and objectives. We also greatly appreciate our patients and service users for their feedback, which helps us continuously improve the services we deliver.

Those responsible for compiling and reviewing the MFT PSED Annual Equality Information Report 2025:

Sandra Masiliso, Director of Organisational Development and Inclusion

Jismy Vellakunathu Kunjachan, Equality, Diversity and Inclusion Practitioner

Manchester University NHS Foundation Trust (MFT) Board members

Date on which the MFT PSED Annual Equality Information Report 2025 was presented to the Board of Directors:
February 2026

Date published : 31st March 2026

Date last updated : 27th March 2026



Improved patient access,
safety and experience

A representative and
supported workforce

Inclusive leadership

Celebrating Diversity

