Equality, Diversity and Inclusion Annual Report 2022

Making a DIFFERENCE every day

Introduction

As part of our statutory obligations under the Equality Act 2010, we are mandated under The Public Sector Equality Duty (PSED) which was developed to harmonise equality duties and to extend it across protected characteristics. It consists of a general equality duty, supported by specific duties which are imposed by secondary legislation. In summary, the general duty, requires the Trust to, in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who
  do not

These are sometimes referred to as the three aims or arms of the general equality duty. The Act explains that having due regard for advancing equality involves:
- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities
  where their participation is disproportionately low.

In addition to the General Duty, the Trust is also subject to the Specific Equality Duty.

There are three sets of requirements in the specific duties:
- The first set: requires certain listed authorities to publish gender pay gap information on their employees. This data and information is available as a separate report published annually.
- The second set: requires the Trust to publish information to demonstrate their compliance with the general equality duty ('equality information').
- The third: requires the preparation and publication of one or more equality objectives which it thinks it should achieve to do any of the things mentioned in the general equality duty ('equality objectives').

In line with requirements our equality objectives and strategy are currently being reviewed and our existing approach can be found in the People Plan.
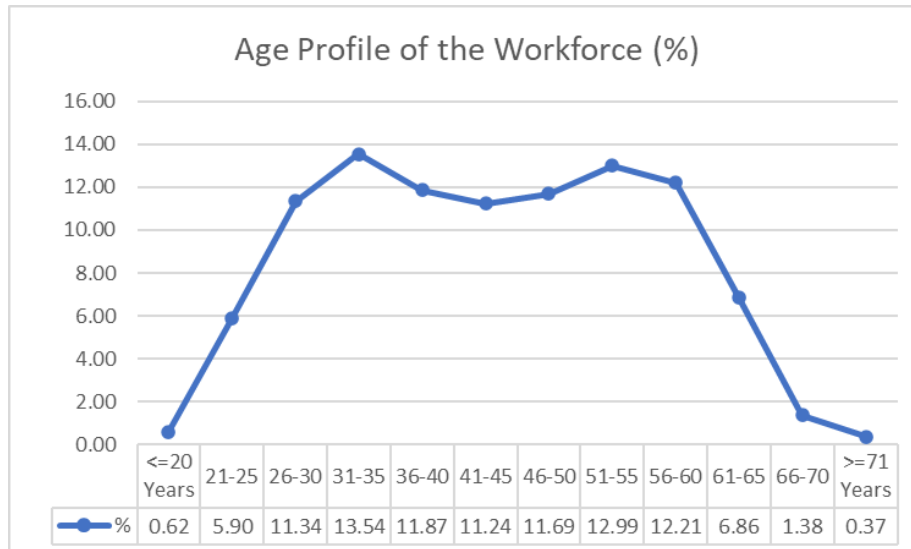
This report provides the information required to demonstrate compliance with the second set of requirements - to publish information to demonstrate compliance with the general equality duty (equality information). The following data is provided in the report:

- Staff in Post by relevant protected characteristic.
- Recruitment data by relevant protected characteristic.
- Leavers and staff turnover by relevant protected characteristic.
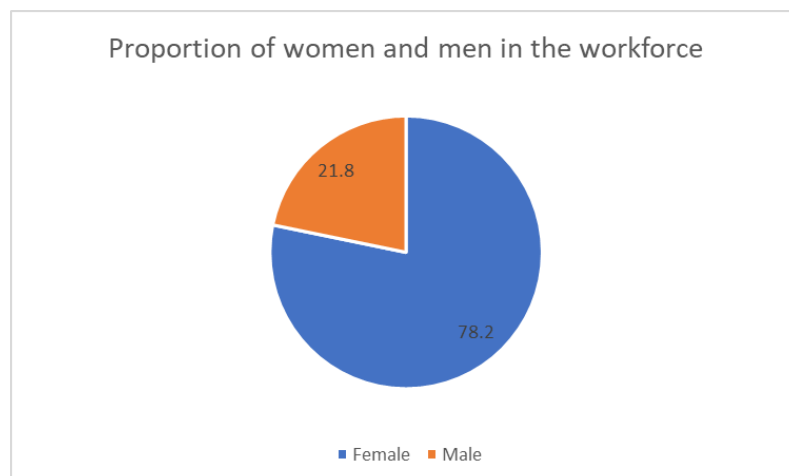
Staff in Post

Age

The chart below shows the age profile of the Trust workforce. There is a relatively even profile across the 26-30 to 56-60 years bands with a fall sharply after the age of 60 recognising the retirement age for many staff. The Normal Pension Age (NPA) for staff in the 1995 section of the NHS pension is 60. The proportion of those outside of the core 26-60 years bands is circa 15%.
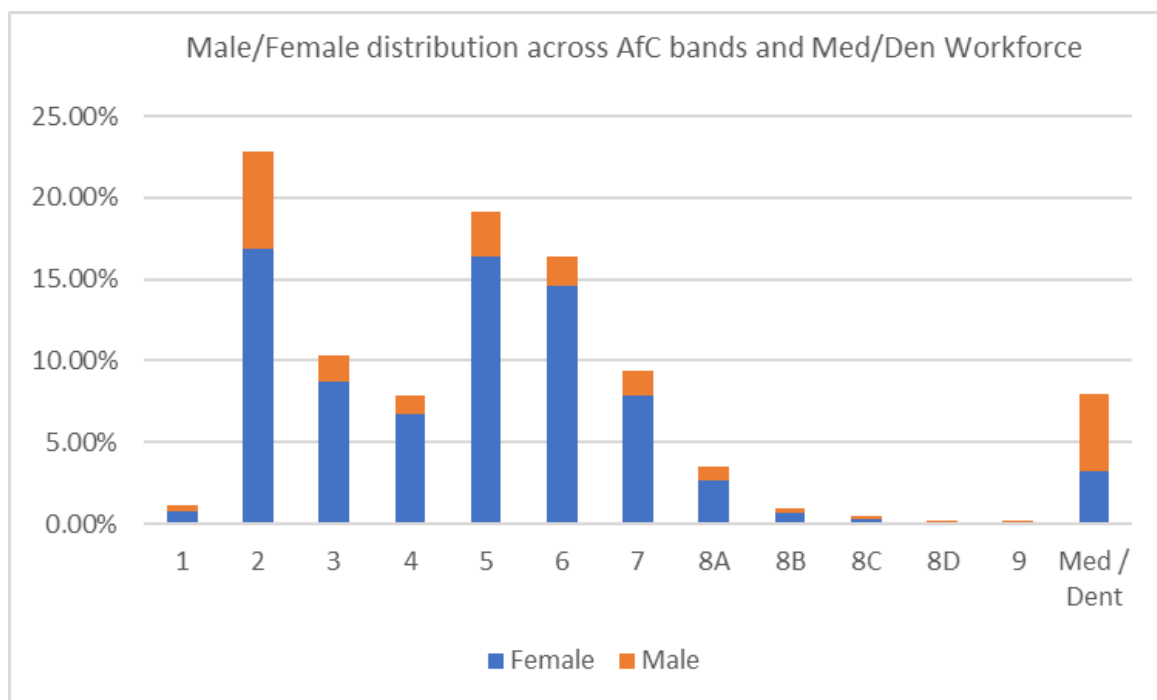
Age Profile of the Workforce (%)

	<=20 Years	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	61-65	66-70	>=71 Years
%	0.62	5.90	11.34	13.54	11.87	11.24	11.69	12.99	12.21	6.86	1.38	0.37

Sex

The chart below shows the proportion of males and females in the Trust workforce. 78.2% of the workforce are female, compared to 21.8% male.

Proportion of women and men in the workforce
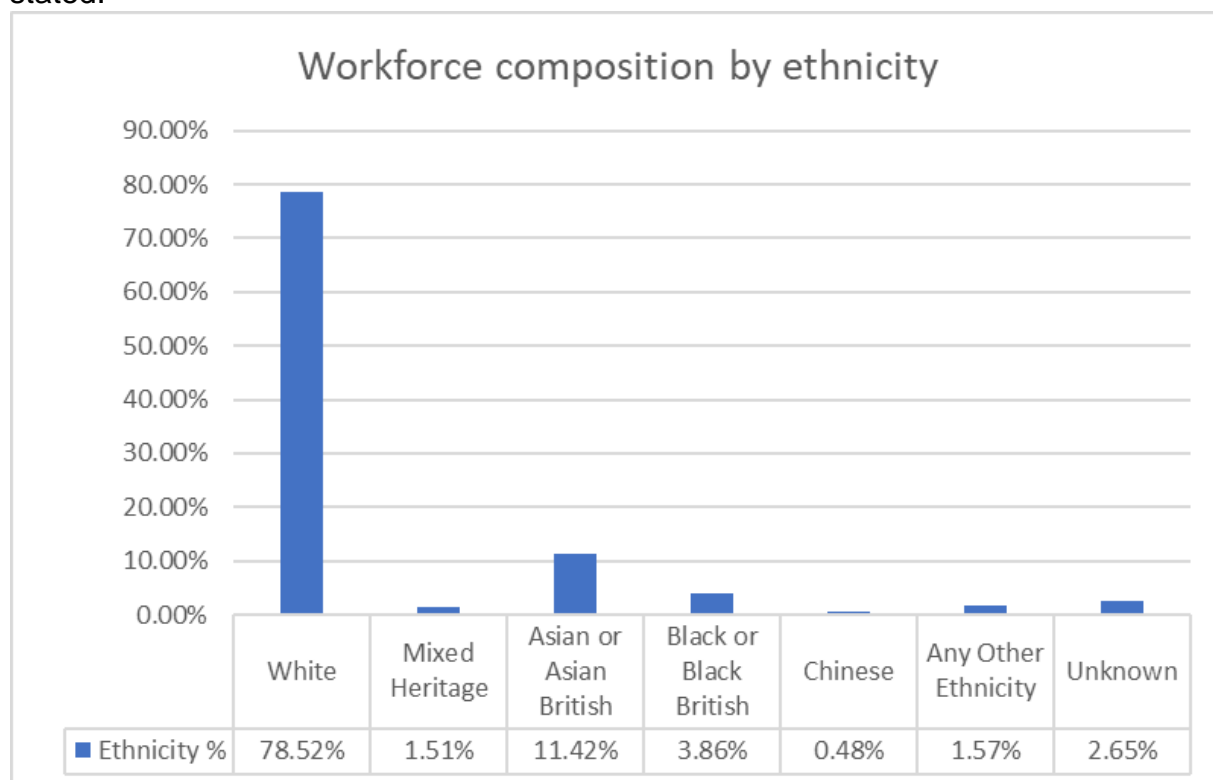
- 21.8
- 78.2

■ Female ■ Male

The chart below shows the distribution of males and females across the AfC pay bands and the Medical and Dental workforce. Whilst females represent the majority of the workforce across the AfC pay bands, the split between males and females in the medical workforce is 60% to 40% respectively.

Male/Female distribution across AfC bands and Med/Den Workforce

The proportion of men and women within the medical workforce is a significant contributory factor to the Trust's Gender Pay Gap, and the Trust is committed to actions to reduce that gap. Details of the Trust's work to reduce the gender pay gap are outlined in the *Gender Pay Gap Report 2021.*

Ethnicity

The chart below shows the workforce composition by ethnicity. The majority of the workforce are White, with a 11.4% of the workforce Asian or Asian British, 3.8% Black or Black British, 1.5% of the workforce are of mixed heritage, 1.6% are of 'Other ethnic background', 0.5% Chinese. The ethnicity of 2.7% of the workforce is unspecified or not stated.

Workforce composition by ethnicity

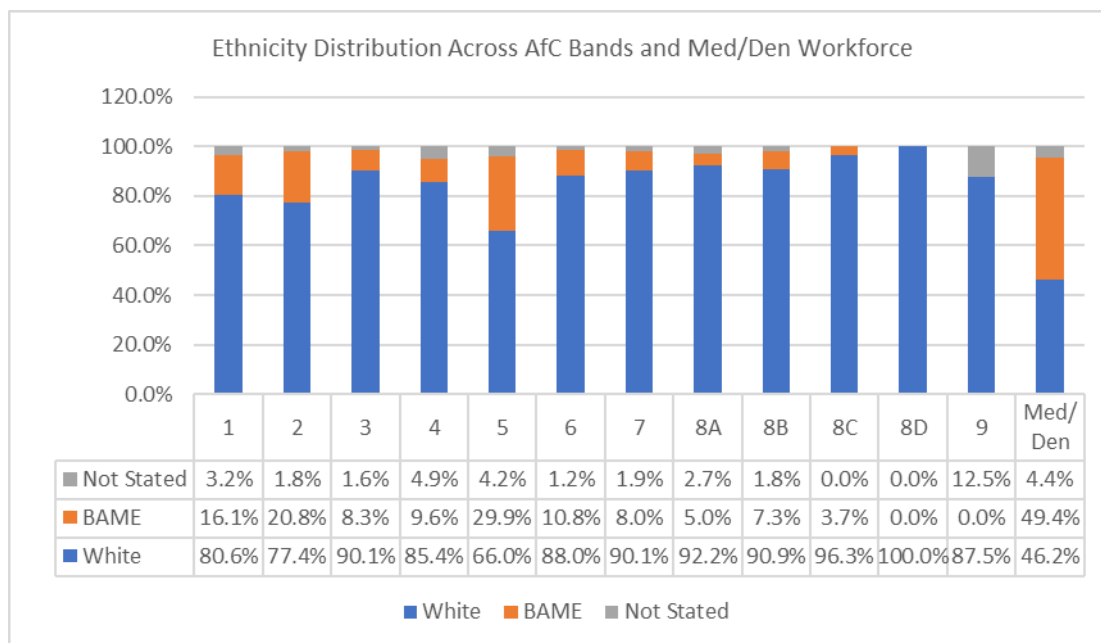|	White	Mixed Heritage	Asian or Asian British	Black or Black British	Chinese	Any Other Ethnicity	Unknown
■ Ethnicity %	78.52%	1.51%	11.42%	3.86%	0.48%	1.57%	2.65%

Aggregating this data shows that 18.8% of the Trust workforce are from Black, Asian and Minority Ethnic Groups.

	% of workforce	% Stockport population[1]
BAME	18.83%	8%
White	78.52%	92%
Not Stated	2.65%	

The differences observed between the BAME proportions of the workforce, compared to the local population are likely to be as a result of occupational segregation (i.e. the proportion of BAME staff within the Medical profession).

The chart below shows the distribution of White and minority ethnic staff across the AfC pay bands and the Medical/Dental workforce. Almost half of the medical workforce are from BAME backgrounds, in contrast to the rest of the workforce.

Ethnicity Distribution Across AfC Bands and Med/Den Workforce

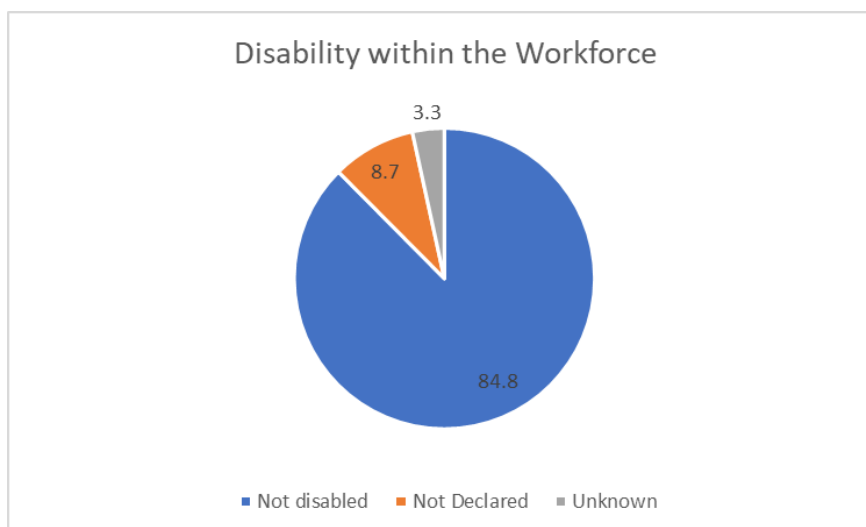|	1	2	3	4	5	6	7	8A	8B	8C	8D	9	Med/Den
Not Stated	3.2%	1.8%	1.6%	4.9%	4.2%	1.2%	1.9%	2.7%	1.8%	0.0%	0.0%	12.5%	4.4%
BAME	16.1%	20.8%	8.3%	9.6%	29.9%	10.8%	8.0%	5.0%	7.3%	3.7%	0.0%	0.0%	49.4%
White	80.6%	77.4%	90.1%	85.4%	66.0%	88.0%	90.1%	92.2%	90.9%	96.3%	100.0%	87.5%	46.2%

The BAME distribution is unequal, with higher than the average percentage in bands 1,2 and 5, with much lower proportions of which then fall across bands 6 and above. The Trust EDI strategy is committed to creating and promoting development opportunities for BAME staff, including leadership development, secondments, shadowing opportunities and mentoring opportunities. We will also seek to ensure promotion readiness of disabled talent for succession planning, through the offer of reverse mentoring programs.

We are also committed to work with recruiting managers to create internal promotion/progression opportunities for existing staff from under–represented groups when appropriate vacancies arise. Through our talent management strategy we will specifically target BAME staff for development opportunities and support managers with their succession strategies to promote diversity and inclusion.
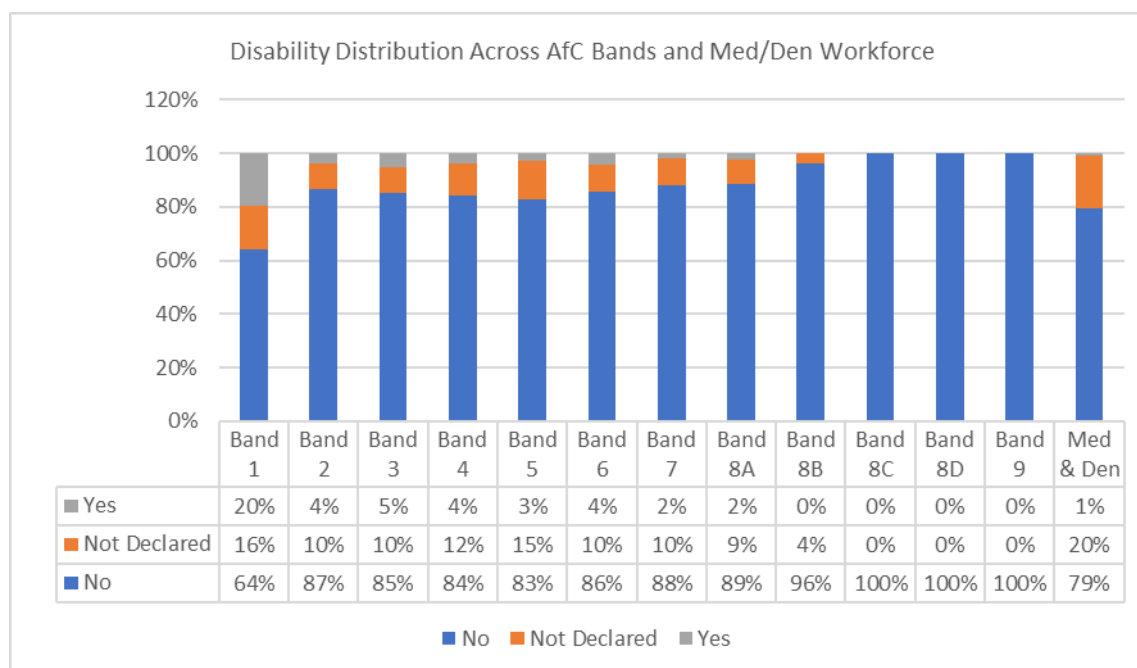
Disability
The chart below shows the proportion of disabled staff at the Trust. 3.3% of the workforce identify as disabled, 84.8% of staff are not disabled, and for 8.7% of the workforce (over 700 colleagues) there is no data relating to disability, either due to no response, or prefer not to answer.

Disability within the Workforce

Through our continued engagement with the NHS Workplace Disability Equality Standard (WDES), and in partnership with the Trust Disability staff network, the Trust will continue to promote accurate recording of disability data through self-service on ESR.

The chart below shows the distribution of disabled staff across AfC and Medical pay bands. Declarations of disability are lowest across AfC bands 7 and upwards, and within the Medical and Dental workforce. There is a significant skewing of employment of disabled persons in the lowest pay band.

Disability Distribution Across AfC Bands and Med/Den Workforce

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8A	Band 8B	Band 8C	Band 8D	Band 9	Med & Den
■ Yes	20%	4%	5%	4%	3%	4%	2%	2%	0%	0%	0%	0%	1%
■ Not Declared	16%	10%	10%	12%	15%	10%	10%	9%	4%	0%	0%	0%	20%
■ No	64%	87%	85%	84%	83%	86%	88%	89%	96%	100%	100%	100%	79%

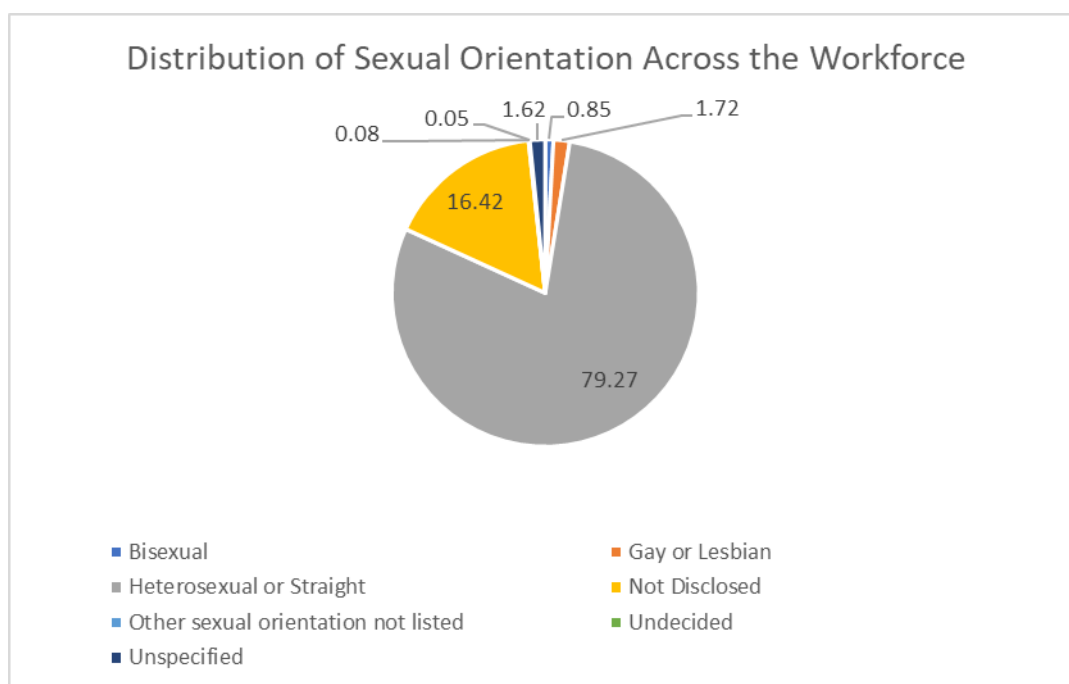■ No   ■ Not Declared   ■ Yes

Through the Trust EDI strategy, we are committed to improving fair access to employment by extending the reach of adverts for Band 8A and above roles. We will also seek to ensure promotion readiness of disabled talent for succession planning, through the offer of reverse mentoring programs.

Sexual Orientation

The chart below shows the distribution of sexual orientation across the workforce 79.3% of the workforce identify as heterosexual, 1.7% as gay or lesbian, 0.9% as bisexual, 1.8% as undecided, other or sexual orientation unspecified. 16.4% of the workforce did not wish to disclose their sexual orientation. Estimates for the lesbian, gay and bisexual (LGB) population are subject to data variance and interpretation. Obtaining precise numbers on demographics of sexual orientation is difficult for a variety of reasons, including the nature

of the research questions. In 2005, in preparation for the introduction of the Civil Partnership Act, the UK Government estimated that the LGB population was around 6% of the total population.
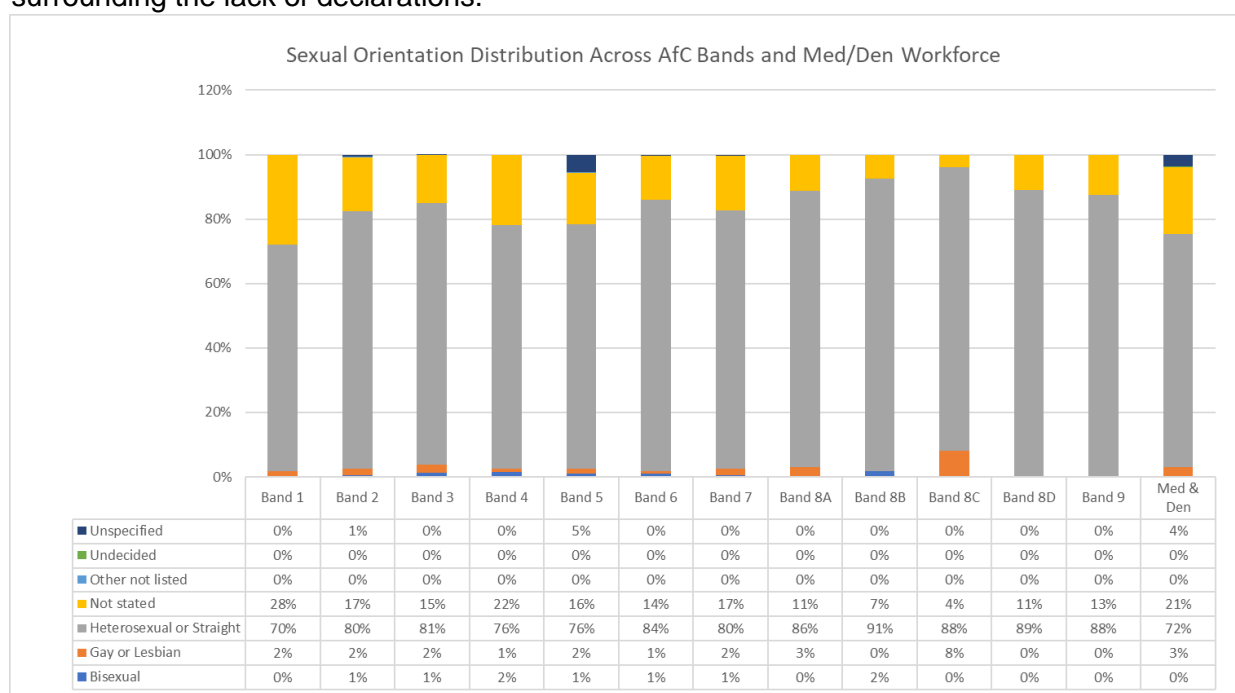

The Trust will continue to promote accurate recording of sexual orientation data through self-service on ESR. In addition, and in partnership with the Trust LGBTQ+ staff network, we continued to support a program of events to raise awareness such as LGBT History month.

The Trust EDI strategy is also committed to the development of equality educational masterclasses to build staff and manager competence, which includes LGBT equality.
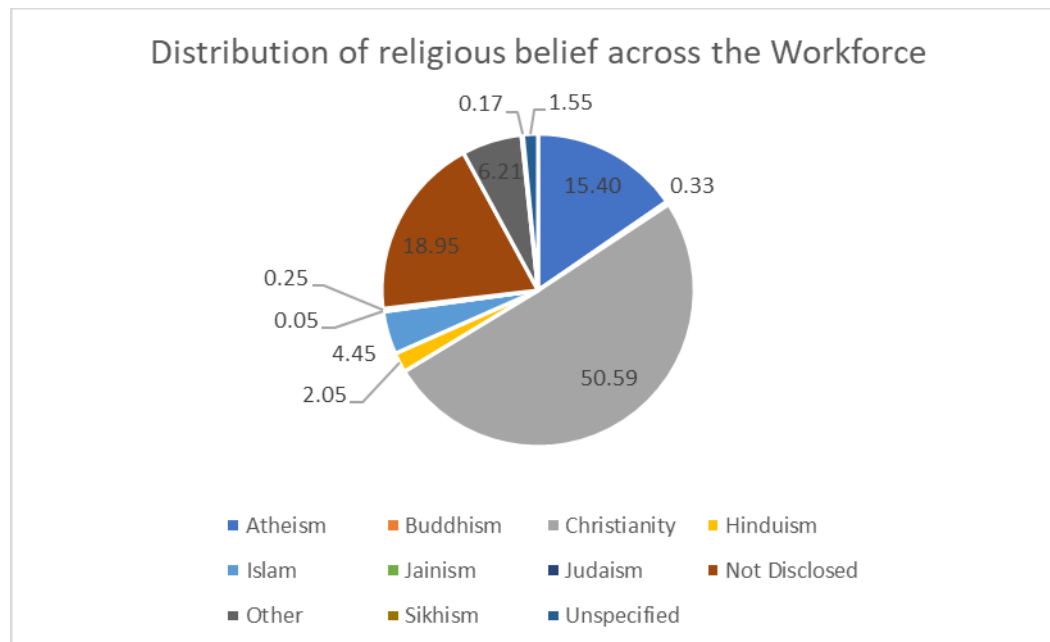
The chart below shows the distribution of sexual orientation across the AfC bands and Medical workforce.

Sexual orientation minority identity declarations are low across the Trust, with high levels of 'Not Stated' across all bands. We are working with our LGBTQ+ communities to understand the issues surrounding the lack of declarations.

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8A	Band 8B	Band 8C	Band 8D	Band 9	Med & Den
Unspecified	0%	1%	0%	0%	5%	0%	0%	0%	0%	0%	0%	0%	4%
Undecided	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other not listed	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Not stated	28%	17%	15%	22%	16%	14%	17%	11%	7%	4%	11%	13%	21%
Heterosexual or Straight	70%	80%	81%	76%	76%	84%	80%	86%	91%	88%	89%	88%	72%
Gay or Lesbian	2%	2%	2%	1%	2%	1%	2%	3%	0%	8%	0%	0%	3%
Bisexual	0%	1%	1%	2%	1%	1%	1%	0%	2%	0%	0%	0%	0%

Religion or belief

The chart below shows the distribution of Religion or Belief across the workforce. The majority of the workforce self-identify as Christian (50.6%). Of the other major world religions, 4.4% of staff are Muslim, 2.1% Hindu, 0.3% Buddhist, and 0.3% Jewish. 15.4% of staff are atheist, and almost a fifth of staff (19%) chose not to disclose their religion.

Distribution of religious belief across the Workforce

0.17   1.55
6.21
15.40   0.33
18.95
0.25
0.05
4.45
2.05
50.59

- ■ Atheism
- ■ Buddhism
- ■ Christianity
- ■ Hinduism
- ■ Islam
- ■ Jainism
- ■ Judaism
- ■ Not Disclosed
- ■ Other
- ■ Sikhism
- ■ Unspecified

The Trust Chaplaincy team is a multi-faith team, incorporating Christian and Muslim chaplains, with good contacts with other faith communities. It offers spiritual care and support to members of all faith traditions and none. The Chaplaincy department offers care and support to all patients, staff, relatives and visitors.

Recruitment Data

Recruitment data is provided for vacancies held on the Trust's recruitment system (*Trac jobs*) over a 12 month period. The following fields are provided:

- Number of applications.
- Percentage of applications by relevant protected characteristics
- The number of candidates interviewed, and the proportion of candidates interviewed as a percentage of applications.
- The number of offers made by relevant protected characteristic, and the proportion of offers made as a percentage of the candidates interviewed.

Age

The table below summarises the recruitment and selection data by age.

Age	Applications	% Applications	Interviewed	Proportion of applicants interviewed	Offered	Proportion of interviewed Offered
Under 20	223	2.4	28	13%	12	43%
20 - 24	1484	16.2	272	18%	95	35%
25 - 29	1914	21	329	17%	100	30%
30 - 34	1660	18.2	295	18%	71	24%
35 - 39	1282	14	270	21%	54	20%
40 - 44	799	8.7	193	24%	55	28%
45 - 49	576	6.3	165	29%	43	26%
50 - 54	587	6.4	163	28%	44	27%
55 - 59	408	4.5	135	33%	23	17%
60 - 64	180	2	51	28%	14	27%
65+	19	0.2	5	26%	1	20%
Not stated	1	0	1	100%	0	0%
Total	9133	100	1907	21%	512	27%

The data shows that for candidates under 20, the rate of shortlisting is the lowest across the age bands, but that of those candidates interviewed, the proportion of candidates offered a role is the highest (excluding 'not stated).

Candidates aged 25-34 make up the largest proportion of applicants, although the candidates over 40 show higher proportions of being invited to interview. This may be as a result of this age group having more workplace experience, and experience of completing applications.

Although the numbers are small, candidates over 65 had the poorest chances of their application resulting in an offer of employment.

Sex

The table below summarises the recruitment and selection data by Sex.

Gender	Applications	% Applications	Interviewed	Proportion of applicants interviewed	Offered	Proportion of interviewed Offered
Male	2896	31.7	475	16%	106	22%
Female	6226	68.2	1428	23%	406	28%
I do not wish to disclose	11	0.1	4	36%	0	0%
Not stated	0	0	0	0%	0	0%
Total	9133	100	1907	21%	512	27%

Women make up 78.2% of the workforce, and men 21.8%. Of the applicant profile, women make up 68.2% of applicants and men 31.7%. Men are less likely to be invited for interview than women and less likely than women to be offered employment than women.

Through the Trust EDI Strategy, we are committed to reviewing our recruitment processes, practices and guidance for inclusive recruitment and selection, and appropriate development for those involved in the recruitment and selection process.

Ethnicity

The table below summarises the recruitment and selection data by ethnicity (White v BAME).

Ethnic Origin	Applications	% Applications	Interviewed	Proportion of applicants interviewed	Offered	Proportion of interviewed Offered
WHITE	4907	54%	1302	27%	404	31%
BAME	4091	45%	575	14%	85	15%
Not disclosed	110	1%	26	24%	3	12%
Not stated	25	0.3%	4	16%	20	50%
Total	9133	100%	1907	21%	512	27%

The data above shows that BAME applicants make up 45% of candidates, however only 14% of BAME applicants are interviewed, compared to 27% of white candidates. BAME candidates who are shortlisted, are less than half as likely to be offered employment, compared to white candidates.

There is a data anomaly for the 'Not-stated' category as highlighted above where there are more offers made than interviews undertaken. This is due to non-tracked activities e.g. recruitment days where interviews are conducted, but are not entered within the reporting system, until the offer stage.

The table below summarises the recruitment and selection data by ethnicity (White +5 way split).

Ethnic Origin	Applications	% Applications	Interviewed	Proportion of applicants interviewed	Offered	Proportion of interviewed Offered
WHITE - British	4907	54%	1302	27%	404	31%
ASIAN or ASIAN BRITISH	1819	20%	354	19%	54	15%
BLACK or BLACK BRITISH	1707	19%	144	8%	16	11%
Mixed Heritage	269	3%	46	17%	10	22%
Chinese	65	1%	12	18%	3	25%
Any other ethnic group	231	3%	19	8%	2	11%
Not disclosed	110	1%	26	24%	3	12%
Not stated	25	0%	4	16%	20	50%
Total	9133	100%	1907	21%	512	27%

The more granular analysis of ethnicity data shows that applicants who are Black/Black British are significantly impacted by the shortlisting process and the lowest success rate for offer of employment, equalled with 'other ethnic group'

Through the Trust EDI Strategy, we are committed to reviewing our recruitment processes, practices and guidance for inclusive recruitment and selection, and appropriate development for those involved in the recruitment and selection process. In addition, the Trust is developing careers and employability workshops for staff to develop skills for vacancy applications and interview preparations. The Trust will actively promote these opportunities for BAME staff.

We will continue to work with recruiting managers to create internal promotion/progression opportunities for existing staff, in particular those from underrepresented groups.

Disability
The table below summarises the recruitment and selection data by Disability.

Disability	Applications	% Applications	Interviewed	Proportion of applicants interviewed	Offered	Proportion of interviewed Offered
No	8504	93.1	1736	20%	457	26%
Yes	499	5.5	134	27%	26	19%

Not disclosed	102	1.1	33	32%	6	18%
Not stated	28	0.3	4	14%	23	58%
Total	9133	100	1907	21%	512	27%

The proportion of disabled candidates invited to interview is higher than the proportion of non-disabled candidates. This is likely to be as a result of implementation of the guaranteed interview scheme, as part of the Government's Disability Confident scheme. Of shortlisted candidates, there was is a lower rate of offer made to disabled candidates, compared to non-disabled candidates.

There is a data anomaly for the 'Not-stated' category as highlighted above where there are more offers made than interviews undertaken. This is due to non-tracked activities e.g. recruitment days where interviews are conducted, but are not entered within the reporting system, until the offer stage.

Sexual Orientation
The table below summarises the recruitment and selection data by Sexual Orientation.

Sexual Orientation	Applications	% Applications	Interviewed	Proportion of applicants interviewed	Offered	Proportion of interviewed Offered
Heterosexual or Straight	8261	90.5	1709	21%	450	26%
Gay or Lesbian	253	2.8	60	24%	11	18%
Bisexual	210	2.3	49	23%	9	18%
Other sexual orientation not listed	37	0.4	6	16%	2	33%
Undecided	40	0.4	12	30%	2	17%
Not Disclosed	306	3.4	67	22%	17	25%
Not stated	26	0.3	4	15%	21	53%
Total	9133	100	1907	21%	512	27%

The data shows that the majority of applications are from heterosexual applicants, reflecting the overall population estimates. LGB applicants made up 5% of candidates, which is approximately double the workforce LGB staff declaration (2.5%). LGB staff are more likely than heterosexual staff to be invited to interview. At offer stage, LGB staff are slightly less likely to be offered employment than heterosexual staff.

The Trust has an established LGBTQ+ staff network, and we will continue to develop the network in order to raise awareness of LGBT equality, and to support events such as LGBT History Month.

There is a data anomaly for the 'Not-stated' category as highlighted above where there are more offers made than interviews undertaken. This is due to non-tracked activities e.g.

recruitment days where interviews are conducted, but are not entered within the reporting system, until the offer stage.

Religion or Belief
The table below summarises the recruitment and selection data by Religion or Belief.

Religion	Applications	% Applications	Interviewed	Proportion of applicants interviewed	Offered	Proportion of interviewed Offered
Atheism	1306	14.3	347	27%	116	33%
Buddhism	39	0.4	7	18%	1	14%
Christianity	4847	53.1	901	19%	239	27%
Hinduism	262	2.9	33	13%	1	3%
Islam	927	10.2	198	21%	29	15%
Jainism	4	0	1	25%	1	100%
Judaism	13	0.1	4	31%	0	0%
Sikhism	20	0.2	2	10%	0	0%
Other	870	9.5	215	25%	47	22%
Not disclosed	820	9	195	24%	58	30%
Not stated	25	0.3	4	16%	20	50%
Total	9133	100	1907	21%	512	27%

The data shows that the majority of applicants identify as Christian, reflecting the current workforce and local population. The data on interview and offers of role is skewed as a result of small applicant numbers for many religions, with Atheism having the highest success rate for both of these for the groups with statistically significant applicant numbers.

Through the Trust EDI strategy, we are committed to reviewing our recruitment processes, practices and guidance for inclusive recruitment and selection, and appropriate development for those involved in the recruitment and selection process. In addition, the Trust is developing careers and employability workshops for staff to develop skills for vacancy applications and interview preparations. The Trust will actively promote these opportunities for underrepresented groups.

We will continue to work with recruiting managers to create internal promotion/progression opportunities for existing staff, in particular those from underrepresented groups.

There is a data anomaly for the 'Not-stated' category as highlighted above where there are more offers made than interviews undertaken. This is due to non-tracked activities e.g. recruitment days where interviews are conducted, but are not entered within the reporting system, until the offer stage.

Staff Leavers and Staff Turnover

Age

The table below shows the number of employees within each age bracket, the number of leavers in the same age brackets, and the staff turnover for each group. The overall annual staff turnover for the Trust is 16%

Age Band	Headcount	Leavers	% Turnover
<=20 Years	28	10	35.7%
>=71 Years	20	8	40.0%
21-25	327.5	88	26.9%
26-30	610	139	22.8%
31-35	713.5	97	13.6%
36-40	648	94	14.5%
41-45	647	85	13.1%
46-50	694.5	76	10.9%
51-55	776.5	77	9.9%
56-60	706	113	16.0%
61-65	390.5	78	20.0%
66-70	67.5	34	50.4%
Grand Total	**5629**	**899**	**16.0%**

The rate of staff turnover is highest amongst the older age brackets, however, these figures are influenced by the higher number of leavers, due to retirement. Turnover is also higher in the youngest age groups and recognises the level of career mobility within these age brackets.

Sex

The table below shows the number of men and women employed at the Trust, the number of leavers, and the turnover rate by Sex.

Sex	Headcount	Leavers	% Turnover
Female	4450	696	15.6%
Male	1179	203	17.2%
Grand Total	**5629**	**899**	**16.0%**

There is a small difference in the rate of turnover between men and women, with the male turnover rate, slightly higher than the average, and the female turnover rate slightly lower than the average.

Ethnicity

The table below shows the number of people employed at the Trust, the number of leavers, and the turnover rate by Ethnicity.

Ethnicity	Headcount	Leavers	% Turnover
White	4449.5	706	15.9%
Mixed Heritage	79.5	23	28.9%
Asian or Asian British	608.5	77	12.7%
Black or Black British	216	46	21.3%
Chinese	28.5	4	14.0%
Any Other Ethnic Group	82.5	12	14.5%
Unspecified	15	4	26.7%

Not Stated	126	27	21.4%
Grand Total	**5605.5**	**899**	**16.0%**

The highest turnover rate is for Mixed heritage, however, this is a statistically small group. The turnover rate for Black/Black British staff is higher than that of the Trust overall (21.3% compared to 16%).

The Trust will work proactively with the Trust BME staff network to understand why there is a greater turnover for Black staff.

Disability

The table below shows the number of people employed at the Trust, the number of leavers, and the turnover rate by Disability.

Disability	Headcount	Leavers	% Turnover
Non- Disabled	4800	788	16.4%
Not Declared	534	63	11.8%
Prefer Not To Answer	15	1	6.7%
Unspecified	70	21	30.0%
Disabled	185.5	26	14.0%
Grand Total	**5605**	**899**	**16.0%**

The turnover rate for disabled staff is broadly in line with that of the Trust overall, with the lower rates for non-disabled being offset by the non-specified group.

Sexual Orientation

The table below shows the number of people employed at the Trust, the number of leavers, and the turnover rate by sexual orientation.

Sexual Orientation	Headcount	Leavers	% Turnover
Bisexual	44	13	29.5%
Gay or Lesbian	86.5	20	23.1%
Heterosexual or Straight	4477	721	16.1%
Not stated	945.5	135	14.3%
Other sexual orientation not listed	5	1	20.0%
Unspecified	44	9	20.5%
Grand Total	**5605**	**899**	**16.0%**

The turnover rate for LGB staff is significantly higher than that for the Trust overall. It should be noted that the numbers within this analysis are small, with LGB staff accounting for 5% of the overall workforce.

The Trust will continue to promote accurate recording of sexual orientation data through self-service on ESR. In addition, and in partnership with the Trust LGBTQ+ staff network, we will continue to support a program of events to raise awareness, such as LGBT History month. The Trust EDI strategy is also committed to the development of equality educational masterclasses to build staff and manager competence, which includes LGBT equality.

Religion or belief

The table below shows the number of people employed at the Trust, the number of leavers, and the turnover rate by Religion or Belief.

Religion or Belief	Headcount	Leavers	% Turnover
Atheism	824	140	17.0%
Buddhism	19	3	15.8%
Christianity	2916.5	449	15.4%
Hinduism	108.5	15	13.8%
Not disclosed	1076	176	16.4%
Islam	226	52	23.0%
Jainism	2.5	1	40.0%
Other	369	53	14.4%
Sikhism	8	1	12.5%
Unspecified	42	9	21.4%
Grand Total	**5605**	**899**	**16.0%**

The majority of staff at the Trust identify as Christian, and the turnover rate for Christian staff is close to the overall average. The lowest rate of turnover is for Sikhism (12.5%), but this is a statistically small group. Hinduism has the lowest statistically significant turnover rate at 13.8%.

Discounting the statistical skewing due to the small numbers of Jainism staff, the figures show that Muslim staff have the highest turnover rate at the Trust.

EDI Strategy

This EDI Annual report feeds into the EDI Strategy 2022-25 which has also been developed following the evidence deriving from our Workforce Race Equality Standard, Workforce Disability Equality Standard, Gender Pay Gap and results from the NHS Staff Survey 2020.

These metrics show that inequalities exist our staff with protected characteristics, reporting higher levels of poorer experience including harassment, bullying or abuse at work; greater inequalities in access to employment, development, and progression; lack of equitable representation across entry, middle and senior level roles and lack of diversity in leadership positions.

The focus for 2022-25 will be on the delivery of four key aims:

1.   Current employees and future talent with protected characteristics are offered equality of opportunity and fair access to jobs, development and career progression
2.   Employees with protected characteristics are enable to work free from discrimination, and bullying and harassment, in an inclusive work environment that embraces diversity
3.   Current employees and future talent with protected characteristics are enabled into leadership positions to drive lived experience into the heart of decision-making and to ensure services are designed, developed and delivered with inclusivity
4.   We are compliant with our responsibilities under the relevant legislation and our data and resulting reports are consistent and accessible, as are the calculation and data analysis methodologies

Our plans are ambitious; we will achieve our aims through the development of four organisational priorities:

•   Workforce

- Culture
- Compliance
- Health inequalities

Health inequalities, will be progressed in partnership with the Patient and Service Engagement team and key partners and across Commissioning areas and the Greater Manchester Inequalities programmes.