

CSP

**EQUITY  
DIVERSITY  
AND  
BELONGING  
STRATEGY**



Equity  
Diversity &  
Belonging

# Introduction

I am delighted to introduce our equity, diversity and belonging strategy. We cannot achieve our vision for the physiotherapy profession without achieving equity (treating everyone fairly), valuing diversity and making sure people feel like they belong. Systematic discrimination throughout society means we need to influence others to act too.

## **We want to change our organisation and our profession.**

Your race, gender, sexual orientation, age, religion, class and disability (if any) matter in physiotherapy. Middle-class patients find it easier to access physiotherapy. Your chances of successfully graduating as a physiotherapist are greater if you are white. Lack of adaptations can drive people with disabilities out of the profession. LGBTQIA+ physios can face harassment at work. You are more likely to be a senior manager at the CSP if you are white. **Physiotherapy should not be like this.**

Simply providing the same opportunities to everyone does not make things fair. We aim to achieve equity by recognising that what we need to do to make things fair depends on people's different needs. **Different treatment is the key to achieving equity.**

Having a more diverse profession will make it easier for us to offer the most appropriate care to marginalised patients and communities. Marginalised is when someone or a group of people are treated as if they are not important; and places them in a position of little or no importance, influence, or power. We can better appreciate the barriers to accessing services if more of us come from marginalised communities or backgrounds. If we are representative of the communities

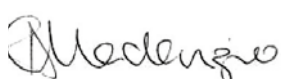
we serve, we are more likely to be able to work with communities to design services which meet their needs.

We want members and staff with different backgrounds to feel that they belong within the CSP. **Belonging is the feeling of mattering to others.** Belonging is created through intentional acts of inclusion and by embracing difference.

I am very proud of the way we have co-created the strategy with the CSP diversity networks, members and staff to make sure our **strategy is guided by the lived (first-hand) experience** of discrimination and disadvantage faced by members, patients and staff. However, no strategy is ever perfect. Our strategy will need to develop and evolve over time to respond to new learning and changing circumstances.

This strategy sets a framework for us to act. Its aims will form part of our next corporate strategy. We are already taking **action** and are committed to being accountable for achieving this strategy. For my part, I promise to continue leading from the front to promote change, empower others and challenge discrimination.

Together we can make positive and lasting change for the better. It will require honesty, humility, vulnerability and tenacity. We all need to take an active role in making change happen. This is our strategy and **we must make it work** – we owe it to our colleagues and we owe it to our patients.



Alex MacKenzie – *Chair, CSP Council*

# Equity, Diversity and Belonging

## Guiding principles

### **Our Equity, Diversity and Belonging Strategy:**

- acknowledges that privilege, structural unfairness in society and power imbalances exist;
- recognises the importance of being an exemplar organisation and employer in achieving positive and lasting change for employees and members in areas within our control or over which we have some influence;
- sets aims that allow the strategy to change over time and outcomes that are focused on action we need to take;
- is supported by indicators that measure either our yearly progress or how we have achieved short-term targets towards longer-term outcomes;
- is based on current information and insight, which we will continue to develop over time, so we identify what else we need to do to achieve the strategy;
- sets out how all of our members and employees can support us to achieve the outcomes;
- through education and empowerment (giving people control over and responsibility for their own lives), makes sure that all of our members and staff value and understand diversity and the benefits that it brings to the profession;

- aims to support all our members and staff to be effective allies, by empowering them to work in solidarity with those in marginalised groups, challenge discrimination, respect other people’s experiences, support communities and take part in lifelong learning;
- reflects all sectors of physiotherapy so everyone feels included; and
- recognises that some people experience deeper discrimination or disadvantage because their identities reflect many forms of diversity and that economic, social and health outcomes are often most unequal for Black, Asian and other minority ethnic communities.

This strategy refers to the nine protected characteristics. These are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, sex, religion or belief and sexual orientation. Under the Equality Act 2010, it is against the law to discriminate against anyone due to any of these characteristics.

**OUR VISION FOR PHYSIOTHERAPY:** To transform lives, maximise independence and empower populations

**OUR PURPOSE:** To transform the health and wellbeing of individuals and communities by empowering our members and exerting our influence

# Aims and Outcomes of this Strategy

## **STRATEGIC AIM:**

### **To champion physiotherapy**

To enable physiotherapists to provide solutions to health and care challenges by influencing and educating members, patients, decision makers, other professionals and the public, and making sure there is a trained physiotherapy workforce to meet those challenges.

## **Aim 1**

### **To create a physiotherapy profession that reflects the diversity in society**

#### **Outcomes:**

- The diversity of the profession reflects the diversity in society
- Physiotherapy is seen as an inclusive and welcoming profession that values diversity and difference
- The diversity of graduates from physiotherapy pre-registration programmes reflects the diversity in society
- The diversity of those providing physiotherapy education reflects the diversity in society

# Aim 2

**To develop members' confidence and ability to change the culture, policies and practices of physiotherapy services to make access and use of services equitable**

## **Outcomes:**

- Our members are able to identify health inequities within society and understand their role and responsibilities to address these
- We support members to analyse and interpret population health data to better understand the barriers for people who are marginalised due to their protected characteristics to access and use physiotherapy services
- Physiotherapy services are planned to make it easier for people who are marginalised due to their protected characteristics to access and use physiotherapy services

### **STRATEGIC AIM:**

#### **Support members in their professional and working lives**

Enable members to practice effectively and confidently through providing advice, services, representation and the development of leadership.

# Aim 3

**To help our members feel they really belong by openly opposing discrimination and showing effective allyship, to make sure the experience of members marginalised due to their protected characteristics is positive, equitable and inclusive at university, when looking for work, and at work**

Supported by the guiding principle: Fair and equitable treatment in training and in work is central to developing a profession that understands, celebrates and works towards achieving diversity and belonging across all protected characteristics and more widely. All of our members should be able to achieve their full potential.

## Outcomes

- A measurable reduction in the discrimination or less favourable treatment of members due to their protected characteristics across all relevant areas of working and university life
- Where there is discrimination, members know what level of support is available and where and how to access that support, have confidence in that support and report feeling well supported in challenging unfair treatment
- The current disproportionate number of Asian CSP members who are referred to the Health and Care Professions Council is reduced or eliminated and work has been carried out to identify any disadvantage related to other protected characteristics



- There are processes to assess students which close the attainment gap between those with certain protected characteristics and others

## **Aim 4**

**To increase representation of members marginalised due to their protected characteristics among those who are leading and influencing the profession at all levels**

### **Outcomes**

- The proportion of the physiotherapy workforce with certain protected characteristics in senior roles is equivalent to the proportion of those in less senior roles
- CSP members who are marginalised due to having certain protected characteristics feel confident that they will be treated fairly and equitably when applying for leadership development opportunities and senior roles
- CSP members who are marginalised due to their protected characteristics have equitable access to professional and career opportunities, including in all aspects of digital physiotherapy and in other emerging and innovative roles
- CSP members who recruit and manage others have the knowledge and skills to do so in an anti-discriminatory and inclusive way

## **STRATEGIC AIM:**

### **Build a thriving physiotherapy community**

Build the CSP as a community in which students, chartered physiotherapists and support workers can shape the profession, support each other and campaign for members and patients.

## **Aim 5**

**To encourage and enable members with different needs, identities, backgrounds and experiences to be active within the CSP by building a culture that makes people feel that they belong and adapting to meet changing individual preferences for how and when they want to get involved**

### **Outcomes**

- Our membership reflects the diversity of the physiotherapy workforce
- Members with different needs, identities, backgrounds and experiences feel they belong within the CSP
- Members with different needs, identities, backgrounds and experiences are encouraged and enabled to be active within the CSP, when they want to be and in ways that are appropriate to their circumstances and needs
- The preferences and needs of our members marginalised due to their protected characteristics are taken into account when planning and evaluating how we engage with members

## **STRATEGIC AIM:**

### **Maintain an effective and sustainable organisation**

Make sure we are able to deliver our strategy by being financially sustainable, and that staff have the necessary systems, support, research and information to work effectively and efficiently.

## **Aim 6**

**To build and maintain an inclusive organisational culture, where we promote diversity and where discrimination and unfairness are identified and challenged**

### **Outcomes**

- We have a clear cultural vision and plan for inclusion which all our employees and Council and committee members are equally responsible for achieving
- Employees and Council and committee members with different needs, identities, backgrounds and experiences are able to be themselves at work and feel they belong in the CSP
- We are actively an anti-racist, anti-oppression and anti-discriminatory organisation. Everyone has a right to work and practise free from any form of discrimination, harassment or victimisation
- We promote and provide equity of opportunity and fair treatment for employees and Council and committee members with different needs, identities, backgrounds and experiences

# Aim 7

**To challenge and remove any structural barriers within our organisation to achieving equity of opportunities and experience for everyone. This includes affirmative action in policies, procedures and organisational behaviour**

## **Outcomes**

- We attract, retain and develop all employees, Council and committee members from the widest talent pool which increases diversity in our decision making and improves business outcomes
- The diversity of employees and Council and committee members reflects the diversity in society
- Our policies (including guidance and advice) support an inclusive and fair culture – they are accessible, clear, supported by legislation and good practice, and allow everyone to carry out their roles effectively, in support of our aims
- Our policies and procedures are clearly understood by everyone, promoting equity and transparency and allowing challenge
- Our governance helps us to effectively monitor our progress in achieving our equity, diversity and belonging aims
- We support employees and members to get involved in the conversation and welcome opinions and criticism

# Aim 8

## **To build a leadership that reflects the diversity of society and actively engages with and is accountable for equity, diversity and belonging across the organisation**

Definition of CSP leaders: Leadership includes Council and committee members, the chief executive, directors, assistant directors, heads of function, managers, and all staff willing to take up leadership roles on equity, diversity and belonging. [Members who are elected to or volunteer for country boards, the boards of regional and diversity networks, stewards and safety reps are covered by aim 5, as these roles are not responsible for how we are governed.]

### **Outcomes**

- Employees and members with different needs, identities, backgrounds and experiences are able to identify with people similar to themselves in leadership positions
- The diversity of our leaders reflects the diversity in society
- Our leaders promote and support issues and speak out against discrimination – using their influential position to achieve change through effective allyship
- Our leaders lead by example, by being inclusive, gathering different views, and welcoming challenge from everyone
- Our leaders take responsibility for promoting equity, valuing diversity and encouraging belonging into our organisation

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**THE CHARTERED SOCIETY OF PHYSIOTHERAPY**

is the professional, educational and trade union body for the United Kingdom's 60.000 chartered physiotherapists, physiotherapy students and support workers.



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