



CHARTERED  
SOCIETY  
OF  
PHYSIOTHERAPY

CSP

**EQUITY  
DIVERSITY  
AND  
BELONGING  
STRATEGY**  
CONSULTATION

JUNE 2021



Equity  
Diversity  
& Belonging

# Consultation Introduction

The Chartered Society of Physiotherapy (CSP) has been developing an Equity, Diversity and Belonging Strategy. We would like your thoughts on the draft strategy before we finalise it.

I am very proud of the way in which the draft strategy has been created. It is a product of collaboration with CSP diversity networks, members, staff and stakeholders with direct experience of, or insights into, the discrimination and disadvantage faced by members and their patients. Further information on how the draft strategy has been developed and the data and insight we have taken into account is available on our website [here](#).


Getting the content right in the draft strategy has been critical. It covers our role as a trade union, a professional body and an employer. It is structured around the four aims of the CSP's corporate strategy to ensure it is embedded throughout everything we do. It also links to our vision, purpose and values. This draft strategy does not describe the detailed work needed to deliver the strategy's aims or how we will be measuring achievement – but that detail will be published on our website.

The consultation will run until 31 July. I encourage you to read the draft strategy included in this document and respond to the consultation by completing a short five minute online survey. The survey is being conducted by an independent research agency – [Enventure](#)

## [Have your say – complete this short survey](#)

We want the final strategy, and its language, to be accessible, easily understood and meaningful to all members and staff. We wish to test if it is easy to understand with those who are less familiar with the concepts of equity, diversity and belonging. As well as testing this through the survey, the independent research agency Enventure will be running online discussion groups with members in July. You can volunteer to take part in these groups [here](#). For every person who takes part in a discussion group a £25 donation will be made to the CSP Member Benevolent Fund on their behalf.

Thank you for taking the time to respond to this consultation. Your contribution will help shape the direction of the CSP for the benefit of both its members and staff.



**Alex MacKenzie** – Chair, CSP Council

# CSP Draft Equity, Diversity and Belonging Strategy June 2021

## **Draft Strategy Introduction**

I am delighted to introduce the CSP's draft Equity, Diversity and Belonging Strategy.

It is fundamental to our work to support and promote the principles of equity, diversity, belonging and inclusion. We want to actively challenge and counter discrimination to enable all members and staff to feel a sense of real belonging. We acknowledge, respect and celebrate difference.

Through the draft strategy we are committed to going beyond the legal minimum. We aim to achieve equity rather than equality. Although both promote fairness, equality achieves this through treating everyone the same regardless of need. But simply providing the same opportunities to everyone is not effective. Equity achieves fairness through treating people differently dependent on need. This different treatment may be the key to reaching equity. We aim to achieve a sense of belonging for members and employees with differing identities, backgrounds and experiences, not just including them. Inclusion is a choice (whether to include someone or not). Belonging is the feeling of being part of something and mattering to others. This is created through intentional acts of inclusion.

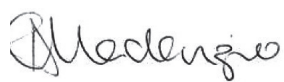
This draft strategy is structured around our four corporate strategic aims to ensure it is embedded throughout everything we do. It also links to our vision, purpose and values. Without a commitment to achieving equity, valuing diversity and ensuring belonging, our vision for the physiotherapy profession cannot be achieved.

The draft strategy seeks to recognise the importance of setting an example as an employer in achieving positive and lasting change for staff and members. It includes eight aims which will enable the strategy to evolve over time and outcomes which we will track progress annually.

However, no strategy is ever perfect. It is important to recognise that it will develop as needed. It will be adjusted according to progress made and any changing context. In developing this draft strategy a set of guiding principles have been agreed. These put the aims and outcomes into context and make clear our intentions.

As an organisation we commit to holding ourselves to account for achieving this strategy once finalised. For my part, I promise to continue leading from the front to promote, inspire, empower, support and challenge. But it is together that we will make this a reality. That we can increase our impact and are able to make positive and lasting change for the better. It will require honesty, humility, vulnerability and tenacity to deliver the fundamental change that is required. Once finalised, I encourage all members and staff to own this strategy and take an active role in making it happen.

This is our draft strategy and we must make it work – we owe it to our colleagues and we owe it to patients.



**Alex MacKenzie** – *Chair, CSP Council*



# How this strategy fits with the CSP Corporate Strategy

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

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

## CORPORATE STRATEGY AIM

### **Champion physiotherapy**

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*Aims to achieve Equity, Diversity and Belonging*

1. Create a physiotherapy profession which reflects the diversity in society
2. Improve equity in health by developing members' confidence and capacity to take positive action to change the culture, policies and practices of physiotherapy services

## CORPORATE STRATEGY AIM

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

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*Aims to achieve Equity, Diversity and Belonging*

3. Enable members to feel real belonging by visibly opposing discrimination and showing effective allyship to ensure the experience of members with protected characteristics is positive, equitable and inclusive at university, when seeking work and at work
4. Increase representation of members with protected characteristics amongst those who are leading and influencing the profession at all levels

## CORPORATE STRATEGY AIM

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

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*Aims to achieve Equity, Diversity and Belonging*

5. Encourage and enable members with marginalised identities, backgrounds and experiences to engage with the CSP by: building a culture which promotes belonging, meets changing preferences and adapts opportunities to individual needs

## CORPORATE STRATEGY AIM

# Maintain an effective and sustainable organisation

*Aims to achieve Equity, Diversity and Belonging*

6. Establish and maintain an inclusive organisational culture in which diversity is championed, and where discrimination and inequity is identified and challenged
7. Challenge and remove any organisational structural barriers to achievement of equity of opportunity and experience for all. This includes creating equity through affirmative action in policies, procedures and organisational behaviours
8. Establish a CSP leadership that is reflective of the diversity of society and actively engages with and is accountable for equity, diversity and belonging across the organisation.

**OUR VALUES:** Learning, courage, inclusive and integrity



# Equity, Diversity and Belonging

## Guiding principles

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

- **is underpinned** by an acknowledgement of privilege, structural inequities and power imbalances that exist;
- **recognises the importance** of being an exemplar organisation and employer in achieving transformational change for employees and members in areas within our control or over which we have some influence;
- **sets aims** that enable the strategy to evolve over time and outcomes that are focused on actions required;
- **is underpinned by indicators** that either measure annual progress or the achievement of interim targets towards longer term outcomes;
- **is informed by currently available data and insight**, with the intention of continuing to develop our understanding to identify actions required to achieve the strategy;
- **seeks to create** the expectation and means of change for all members and employees to support achievement of the strategic outcomes;
- **through education and empowerment**, ensures that the whole CSP membership and staff value and understand diversity and the benefits that it brings to the profession;
- **reflects all sectors** of physiotherapy so all feel included; and
- **recognises** that some people experience deeper discrimination or disadvantage because their identities reflect multiple forms of diversity and that economic, social and health outcomes are often most unequal for Black, Asian and other minority ethnic communities.

# Equity, Diversity and Belonging aims and outcomes

## STRATEGIC AIM:

### **Championing physiotherapy**

Enable physiotherapy to provide solutions to health and care challenges by influencing and educating members, patients, decision makers, other professionals, and the public and ensuring there is a well-trained physiotherapy workforce to meet those challenges.

## Aim 1

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

#### **Outcomes:**

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

## Aim 2

### **To improve equity in health by developing members' confidence and capacity to take positive action to change the culture, policies and practices of physiotherapy services**

#### **Outcomes:**

- CSP members are able to critically identify health inequities within society and understand their role and responsibilities to address these
- Improved analysis and interpretation of service and population health data to better understand population profiles and barriers to accessing and engaging with physiotherapy services
- Physiotherapy services are designed to increase equity of access informed by intended service users and current data



#### 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 enable members to feel real belonging by visibly opposing discrimination and showing effective allyship to ensure the experience of members with protected characteristics is positive, equitable and inclusive at university, when seeking 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 beyond. All CSP members should be able to fulfil their full potential.

#### **Outcomes:**

- A measurable reduction in the discrimination/less favourable treatment of members with protected characteristics across all relevant areas of working and university life
- When discrimination does occur, members know what level of support is available, where and how to access that support; feel confidence in that support; and report feeling well supported in challenging unfair treatment
- The current over-representation of Black, Asian and minority ethnic members among referrals to the HCPC is reduced or eliminated and work has been undertaken to establish any disadvantage related to other protected characteristics
- Fair processes for assessment of students with protected characteristics which closes the attainment gap

## Aim 4

### **To increase representation of members with protected characteristics amongst those who are leading and influencing the profession at all levels**

#### **Outcomes:**

- The proportion of the physiotherapy workforce with protected characteristics in senior roles is equivalent to the proportion of those in less senior roles

- CSP members with protected characteristics feel confident that they will be treated fairly and given equity of opportunity when applying for leadership development opportunities and senior roles
- CSP members with 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 been equipped with the knowledge and skills that achieve anti-discriminatory and inclusive recruitment and management

STRATEGIC AIM:

**Build a thriving physiotherapy community**

Through CSP membership provide the community in which students, chartered physios and support workers unite and collectively advocate for the members and patients, shape the profession and support each other.

## Aim 5

**To encourage and enable members with differing needs, identities, backgrounds and experiences to engage with the CSP by building a culture that promotes belonging, meets changing preferences and adapts opportunities to individual needs**

**Outcomes:**

- Our membership reflects the diversity of the physiotherapy workforce
- Members with differing needs, identities, backgrounds and experiences feel a sense of belonging within the CSP
- Members with differing 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 individual needs
- Our understanding is informed by the preferences and needs of our members with protected characteristics when planning and evaluating communications and engagement

## STRATEGIC AIM:

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

Ensure the CSP is able to deliver its strategy by being financially stable, and staff have the necessary systems, support and research and data related to physio needed

## Aim 6

### **To establish and maintain an inclusive organisational culture in which diversity is championed, and where discrimination and inequity is identified and challenged**

Definition of Members in Governance Roles: Members who are elected/volunteer for roles on Council or one of Council's advisory committees

#### **Outcomes:**

- We have a clear cultural vision and plan for inclusion which all employees, Council and committee members are equally accountable for achieving
- Employees, Council and committee members with differing needs, identities, backgrounds and experiences are able to be themselves at work and feel a sense of belonging within the CSP
- We are actively an anti-racist, anti-oppression and anti-discriminatory organisation. All have a right to work and practice free from direct and indirect discrimination, harassment and victimisation
- We promote and provide equity of opportunity and fair treatment for employees, Council and committee members with differing needs, identities, backgrounds and experiences

## Aim 7

### **To challenge and remove any organisational structural barriers to achievement of equity of opportunity and experience for all. This includes creating equity through affirmative action in policies, procedures and organisational behaviours**

#### **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 the employees, Council and committee members reflects the diversity in society

- Our policies (inc guidance/ advice) support an inclusive and equitable culture - they are accessible, clear, informed through legislation and good practice, and fairly enable everyone to perform in their roles effectively, in support of the CSP's strategic aims
- Our policies and procedures are clearly understood by all, ensuring equitable treatment and transparency when being enacted and enabling challenge where differential treatment exists
- The governance structures within the CSP enable effective monitoring of progress to ensure achievement of the equity, diversity and belonging aims
- We support employees and members to help in the achievement of the equity, diversity and belonging aims by providing opportunities to challenge and provide insight

## Aim 8

### **To establish a CSP 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 within the CSP on equity, diversity and belonging. (Members who are elected/volunteer for Country Boards, the Boards of Regional and Diversity Networks, Stewards and Safety Reps are captured by aim 5 - as these roles are not responsible for the governance of the organisation.)

#### **Outcomes:**

- Employees and members with differing needs, identities, backgrounds and experiences are able to identify with people similar to themselves in CSP leadership positions
- Diversity of the CSP leaders reflects the diversity in society
- The CSP leaders champion issues and speak out against discrimination - using their influential position to achieve change through effective allyship
- The CSP leaders role model inclusive behaviours, by demonstrably gathering different views and welcoming challenge from all
- The CSP leaders take responsibility for promoting equity, valuing diversity and embedding belonging into our organisation



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Equity  
Diversity  
& Belonging

**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.