

Belonging and Inclusion Plan

2025 – 2028



“

Equality, Diversity and Inclusion; not just the salt and pepper but the whole meal.

Cultural Curiosity Group, July 2021.

”

Belonging and Inclusion Plan 2025 – 2028

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Foreword

I have had the privilege to lead Bradford District Care Foundation Trust for four and a half years now, and one of the things I remain most proud of is the rich diversity of our staff, who represent the rich diversity of the communities we work within. In 2021 we launched our first Belonging and Inclusion Plan as a call to action. The aim was to ensure that all of our staff knew that they mattered as individuals, that they felt valued, included and that they could bring their whole selves to work, no matter their background. This was our aim as we knew that staff who are included and listened to give better quality person-centred and culturally appropriate care. The plan supported our aim to deliver the best quality services to everyone, from all of our diverse communities, it set out how we will identify inequality of access, patient experience and health outcome within our services and improve health equity wherever we can.

Since the first plan was launched the Trust has refreshed its overall strategy and now one of our four strategic priorities Best Place to Work focuses on being an organisation where everyone is proud to work and that everyone feels they belong and are valued. Equality, diversity, belonging and inclusion is at the heart of our Trust vision, and the values and behaviours that we expect from and for everyone. This second Belonging and Inclusion Plan reflects our commitment to delivering our Trust strategy Better Lives Together, from Ambition to Action. It aligns directly with our strategic ambitions to be the Best Place to Work and Deliver the Best Quality Services and inspires us all to promote and celebrate diversity, inclusion and an open culture that is underpinned by our Trust Values – we care, we listen, we deliver.

In May 2021 I made a CEO pledge to equality, diversity and inclusion, now nearly four years later I stand by this pledge and encourage the Trust to go further and faster to ensure that every one of our 3300 staff feels that they belong and that we are doing all we can to improve health equity in our communities. This Plan again sets out our ambition which builds on some fabulous achievements made in previous years but challenges us to do more. I am grateful to everyone who has been working so hard on this agenda and will ensure that you continue to have my full support as we move forwards in this next stage of our belonging and inclusion journey.



Therese Patten
Chief Executive
Bradford District Care NHS Foundation Trust

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Introduction

The Belonging and Inclusion Plan sets the direction of our equality, diversity and inclusion (EDI) ambitions and actions for the next three years. This is our second plan, initially launched in 2021 and refreshed in winter 2024. It reflects the Trust's commitment to deliver best quality services that are equitable, accessible and person-centred meeting the diverse needs of the communities we serve. It is a call to action to our people to view and carry out their roles through an EDI lens. Additionally, it outlines our workforce aspirations, aligning with the organisation's strategic priority to be the best place to work, empowering all staff to promote diversity, belonging and inclusion and act as leaders within an open culture driven by our values. The plan builds on our previous equality work, whilst also recognising that more remains to be done.

Through ongoing engagement, staff, service users and our local communities generously share their perspectives on our achievements as well as existing gaps, contributing valuable insight into what could be done to improve equity across our workforce, services and communities.

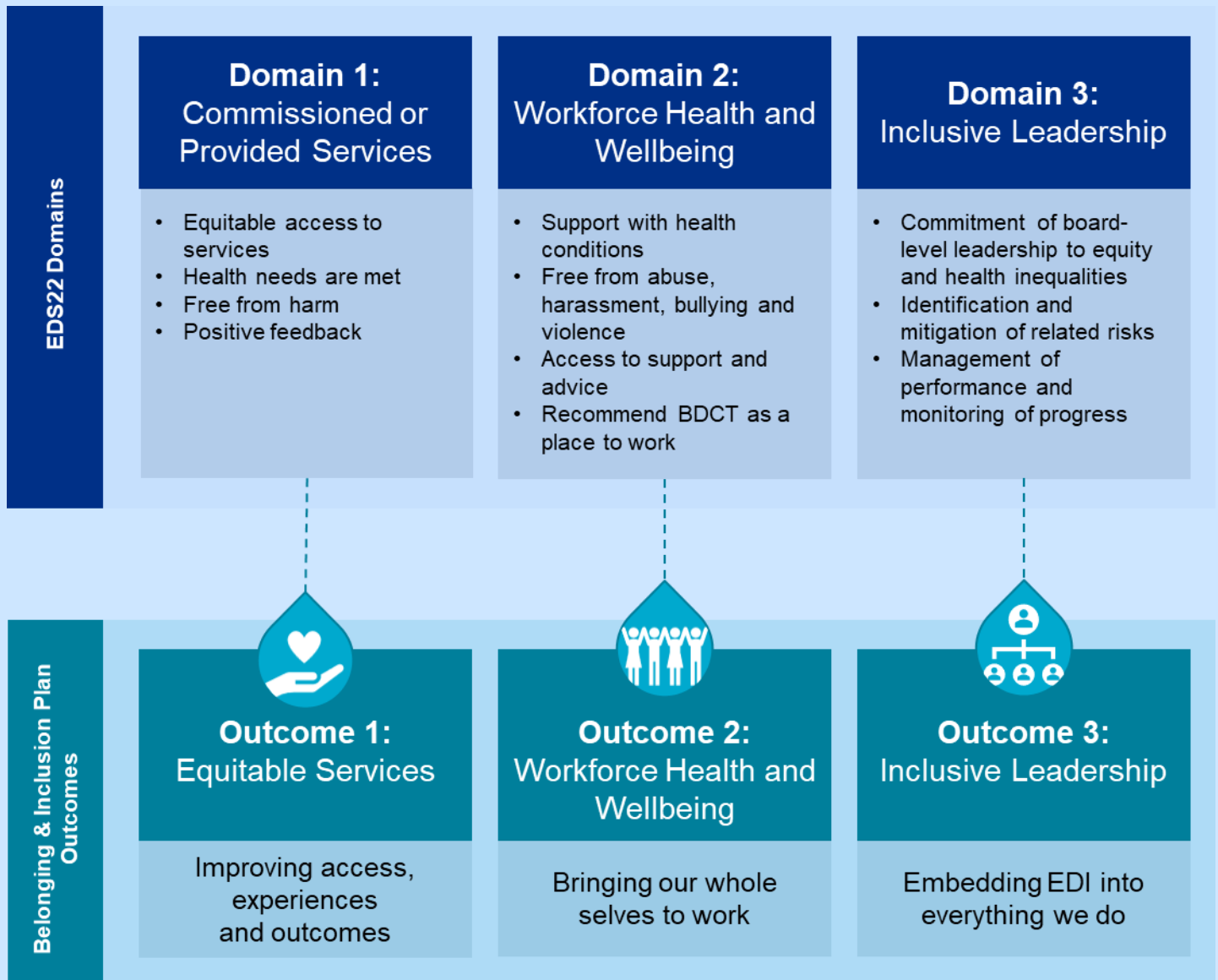
On 21st May 2021 Therese Patten our CEO made a pledge to Equality, Diversity and Inclusion.

1. To treat everyone as a unique individual, valuing the difference they bring.
2. To continue with our preparedness programmes ensuring everyone has the skills, experience and knowledge needed to take their next career step and to match that preparation with real opportunity; and
3. To have robust systems in place to ensure that we measure our success.

This Belonging and Inclusion Plan aims to support delivery of our Trusts vision 'better lives, together and Therese's three-point pledge, embedding and sustaining equality, diversity and inclusion throughout the organisation to improve both staff and patient experiences. This pledge is as relevant today as it ever was.

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The plan and its objectives encompass the three domains of the NHS Equality Delivery System model (EDS22), with each domain linked to an outcome within the Belonging and Inclusion Plan.



The model ensures that working towards equality, diversity and inclusion is a continual process requiring constant scrutiny, oversight and review.

This plan provides an overview of our achievements to date as well as the vision and objectives that we have set for the next three years. We intend to use the plan to ensure staff feel empowered and supported in their role which in turn will result in the delivery of high-quality person-centred care for our service users.

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Developing the Plan Through Voice

It was important that this plan was co-created and that we heard the voice of our people, service users and community and what matters to them. To support the initial development of the Belonging and Inclusion Plan we engaged with staff and service users through virtual workshops, face to face meetings and a crowdsourcing platform which generated 1003 contributions. Over the last three years we have established and developed ongoing routes for engagement, co-production and voice with staff, service users and our communities to oversee the delivery and ongoing development of this plan. The themes below continue to be relevant today and align with our vision, values and behaviours.

The themes which have formulated this refreshed plan and will be held in mind throughout our delivery, governance processes and implementation are:

Theme	Including
Professionalism	<ul style="list-style-type: none"> • The way we conduct ourselves. • The respect we have for one another. • The consistency in our interactions with others and our boundaries.
Resourcing	<ul style="list-style-type: none"> • Belonging and Inclusion takes time, depth, commitment, and resource to make consistent and sustainable change. • Avoidance of tokenism. • The work is not just for a few to lead it should be embedded into everything that we all do.
Mobility	<ul style="list-style-type: none"> • Opportunity to progress, change and move. • Flexibility. • Being valued, respected and recognised for our contribution. • Open, transparent and fair processes for mobility within the Trust.
Awareness and Engagement	<ul style="list-style-type: none"> • Information and support that builds confidence to lead EDI. • Tools and guidance that enables us to communicate on this and act. • Increased understanding of our communities and abilities to meet their needs. • Opportunities to talk and reflect together.
Power	<ul style="list-style-type: none"> • Shared power and co-creation. • Every voice matters. • Hierarchy and the impact of that on all the other themes. • Relationships, confidentiality and empathy.

We thank everyone for their time and ongoing engagement. Your contributions have and continue to be invaluable.

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Our Vision and Values – The Trust Care Way

In 2023 the Trust launched the '[From Ambition to Action Strategy Refresh 2023 – 2026](#)'. This organisational strategy sets out how we will:

- work for better lives, together in Bradford, Airedale and Craven,
- demonstrate our values of 'we care, we listen, we deliver',
- meet our goals to be the best place to work, deliver the best quality services, be the best partner and make best use of resources.

The Belonging and Inclusion Plan explains how we will deliver on the EDI and health equity priorities committed to within the organisations 'From Ambition to Action' Strategy, meeting our public sector equality duties.



Our vision for the Belonging and Inclusion Plan is threefold:

- **Deliver the Best Quality Services:** To provide the best quality care which is trauma informed and meets the individual needs of our service users. This will include developing a separate [Health Equity Approach](#) which embeds a commitment to reducing health inequalities across the Trust at every level. This is currently in development, with plans to launch in Summer 2025.
- **An Inclusive and Representative Workforce:** To have a workforce that fully reflects and understands the communities we serve, fostering a fair and compassionate culture where everyone feels that they belong, are included, valued and respected and can progress as a unique individual. A happy, valued, and healthy workforce is essential for delivering high-quality care. By addressing health inequalities, we not only improve care for our communities but also support our workforce - 65% of whom live locally.
- **Commitment to Lead and Act:** to collectively, consistently, and actively work to dismantle inequality wherever it is found at all levels and in all its forms, including identifying and addressing barriers to progression. Through this commitment, we will strive to be a leader in the field nationally.



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Belonging and Inclusion Objectives

We will deliver the following objectives over the next three years to address our local priorities and the national requirements. For more information about what we have achieved over the last three years please visit [Equality and diversity reports - Bradford District Care NHS Foundation Trust](#).

Outcome 1. Equitable Services – Improving Access, Patient Experience and Health Outcomes

We have committed to developing a standalone Health Equity Approach in 2025 to shine a spotlight on the health inequalities within our District. We intend to:

- achieve health equity by ensuring that our services are equitable in access, patient experience, and health outcomes for all equality protected and health inclusion groups.
- support our staff to create and thrive in inclusive and culturally responsive environments.
- enhance our communities by working with partners in service design and decisions on the use of our resources.

Through this approach we aim to ensure all individuals can access our services with ease and experience compassionate, person-centred care where staff view each person as a unique individual. We will proactively identify and address health inequalities, seek to make continuous improvements which dismantle barriers and structures which perpetuate inequality, moving towards equitable health outcomes. We will continuously measure and evaluate how we will deliver care, ensuring it evolves to meet the needs of the communities we serve.



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Summary - what we have achieved 2021 - 2024
We launched a NHS England Patient and carer race equality framework (PCREF) Partnership and programme of work to improve ethnically and culturally diverse people's access, experience and health outcomes in mental health services. We have developed a draft PCREF dashboard to provide insight into the programme development. This has included joint commissioning of an ethnically and culturally diverse communities programme (ECDC).
We have developed, launched and are implementing an Equality Impact Assessment Policy, health equity staff resource and training programme. We have been collecting case studies that demonstrate good practice with the aim of sharing and spreading it.
We have assessed six services (<i>School-Nursing, Perinatal Mental Health, Child and Adolescent Mental Health Services, Palliative Care, Intensive Home Treatment and Physical Health Checks for people with Serious Mental Illness</i>) against the EDS Ratings and Score Card Guidance . Developing and delivering on action plans to drive change, reducing inequality and celebrate good practice. The Trust was 'achieving' in both years' assessments.
We established a network of EDI Influencers across the Trust in clinical services to share, learn and develop good practice.
We secured and allocated resources to support the development of the Health Equity Approach. We have developed an outline draft plan at Board level to support the delivery of our 'From Ambition to Action' Strategy.
We updated our patient record categories to be compliant with the NHS England Sexual Orientation Monitoring Information Standard .
We signed the NHS England Sexual safety in healthcare, organisational charter , developed a Sexual Safety Policy and monitoring process, delivered training and implemented a programme of actions across mental health services.
We have continued to deliver our NHS Rainbow Badge Training and scheme with the aim of 'Going for Gold' in service delivery for Lesbian, Gay, Bisexual, Trans + people. Over 1000 staff have now completed the training.

Looking Ahead: Outcome 1. Equitable Services – Improving Access, Patient Experience and Health Outcomes 2025 – 2028

What actions will we take?
1a. We will develop and launch our strategic Health Equity Approach.
1b. We will update our patient record system to better record information about patients' disabilities.
1c. We will review and improve compliance with the NHS England Accessible Information Standard .
1d. We will communicate with staff and patients about why we collect demographic information and what we use it for.
1e. We will review and implement our Spiritual Care Policy.
1f. We will review the use, access and experience of patients and staff using interpreting services.
1g. We will develop Neuro-Affirmative practice and a strategic approach for the Trust.
1h. We will deliver on the Patient and Carer Race Equality Framework.
1i. We will use the EDS22 assessment process as a blueprint to systematically equality impact assess our services, projects and policies.

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Outcome 2. Workforce Representation, Health and Wellbeing – staff feeling their voice matters

We will work hard to develop the representation of our workforce so that it reflects the Bradford District, Airedale, Wharfedale and Craven communities that we serve. We will ensure that all colleagues within our workforce feel valued for their uniqueness and the experience they bring. We will address inequality identified through our national NHS Staff Survey Results annually. We will ensure all colleagues feel their voice matters and that they can use their unique lived experiences to shape our services, ensuring good patient experiences and health outcomes. We will place staff wellbeing at the core of our Belonging and Inclusion Plan with the understanding that:

- happy healthy staff and inclusive teams deliver better quality care and that our staff are part of our community.
- by supporting our workforces health and wellbeing we are also tackling health inequalities in our communities.

Summary - what we have achieved 2021 - 2024
We developed a Disability Policy which aims to increase the number of staff sharing their disability status, we introduced a disability sickness absence and disability leave category into our absence monitoring and worked hard to ensure continuity of experience when staff need reasonable adjustments. The percentage of staff sharing their disability status has increased from 3% - 14%. We have created a training and resource bank to support with manager understanding and implementation.
A See it, Say it, Stop it Campaign has been launched to support the implementation of the Managing Racial and Other Types of Discrimination Policy from patients, carers and the public to staff policy. Systems are now in place to identify hotspots of discrimination and trigger an organisational wellbeing response. Training is being delivered across the Trust to teams around the policy.
The Trusts reciprocal mentoring programme has run three times with graduates evaluating the programme highly.
The Trust completed a Neurodiversity Employers Index assessment and has received a set of recommendations for improvement.
We have three thriving staff networks with over 15% of all Trust staff involved in them. The networks are linked strategically into the Trust Board providing direct and real time feedback on staff experience. They drive change by developing policy, training and awareness campaigns.
We have provided an EDI calendar every year highlighting and promoting key dates such as LGBT History Month, Black History Month, South Asian Heritage Month, Trans Awareness Week, Lesbian Visibility Week, Autism Awareness Week, Disability Pride Month, religious festivals and dates.
We have developed an EDI training programme accessed by almost 300 managers and staff.
We have developed e-learning, resources, guidance and online information banks to support staff with their EDI work.
We have reviewed our disciplinary processes to reduce the length of time they take and increase support given to those affected.

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Looking Ahead: Outcome 2 Workforce Representation, Health and Wellbeing 2025 – 2028

What actions will we take?
2a. We will continue to deliver and develop our reciprocal mentoring programmes.
2b. We will review our Building Inclusive Teams programme to address emerging themes across the Trust.
2c. We will target our EDI training into teams where data suggests it is needed and impact.
2d. We will support managers to access our training offer and work towards embedding learning into mandatory training.
2e. We will create systematic opportunities for people to input into the delivery of this plan for example through vibrant staff networks, staff side representation and staff engagement.
2f. We will work towards being a neurodiversity friendly employer.
2g. We will support the refurbishment of our estate to be accessible and enhance staff and patient experience from an EDI perspective.
2h. We will monitor and report on the access, experience and outcome of our wellbeing and childcare offer.
2i. We will target and design our wellbeing offer to respond to BDCFT workforce need with the aim of meeting our strategic organisational objectives to: <ul style="list-style-type: none"> • Reduce sickness rates. • Decrease staff turnover. • Increase staff wellbeing (best place to work). • Be trauma informed. • Increase health equity within our workforce and their communities.
2j. We will empower staff to be aware of and manage their own wellbeing and childcare journey.
2k. We will continue to develop support for working carers and inclusion groups.
2l. We will further the visibility of underrepresented groups through the EDI Calendar.
2m. We will 'go for gold' in the NHS Rainbow Badge Scheme.

We will continue to use the NHS Workforce Race Equality Standards, NHS Workforce Disability Standard, Gender Pay Gap, NHS Health and Wellbeing Framework, NHS EDI Improvement Plan and EDS 22 requirements to measure and report on our progress¹.

Outcome 3. Inclusive leadership – embedding EDI into everything we do

We will ensure that workforce and health equity is high on the agenda throughout our decision making, operational and quality care structures. We will prepare and support staff at all levels including our Board and Senior Leadership Team to be part of this call to action and meet that preparedness with opportunity for sustainable change. We will hold services to account, allocate resources, and raise issues relating to equality and health inequalities on a regular basis. We will actively communicate our commitment and priorities around this plan ensuring it is understood as core to our vision, values and goals. We will act as an EDI leader across the Bradford, Airedale and Craven place and the Health and Social Care System.

¹ [Equality, diversity and inclusion | BDCT](#)

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What we have achieved
We have increased ethnically and culturally diverse (ECD) leadership in bands 8a and above to be equal to the whole organisation's ECD representation.
We have increasing the percentage of staff sharing information about their Disability to 14% and decreased the percentage of staff who have said they would 'prefer not to say' what their Sexual Orientation is from 19% to 14% between 2022 and 2024 enabling better analysis of representation within the workforce.
We have developed a draft Health Equity Approach holding Trust Board development sessions to establish our approach. We have assessed ourselves using the Reducing health inequalities: A guide for NHS trust board members .
The EDI Influencers were launched to support the delivery of the Belonging and Inclusion Plan and Health Equity Approach.
Board sponsors are working with our staff networks and major EDI priorities. Sponsors regularly attend staff networks. We hold routine All Staff Broadcasts and events focusing on EDI with senior leadership and input.
Executives have equality objectives within their portfolios for leadership and progression.
We have a Strategic Staff EDI Partnership with senior and executive leadership, staff network and union representation. The Partnership is a sub-group of the People and Culture Committee and provides a AAA+D report to the committee and through to the Trust Board regularly.
EDS22 assessments have been carried out for all domains. Six Services have been equality impact assessed using the EDS22 score card criteria. The Trust has peer reviewed our assessment for Domain 2 and 3 with our West and South Yorkshire Mental Health Trust neighbours.
Our Gender, Ethnicity and Disability Pay Gaps have been reduced from 2022 – 2023.
We are implementing the Sexual Orientation Monitoring Standard.

Looking Ahead: Outcome 3 Inclusive Leadership 2025 – 2028

What actions will we take?
3a. We will continue to mainstream equality, diversity and inclusion and health equity into everything that we all do.
3b. We will develop our EDI Influencers Network with a development programme which aims to progress staff and teams through the stages of the Positive Disruptions EDI Model*.
3c. We will continue to monitor implementation and impact of actions required and raised by the following tools: NHS Workforce Equality Standards, Gender Pay Gap reporting, equality impact assessments, Sexual Orientation Monitoring Standard, Accessible Information Standard, end of employment exit interviews, Patient and Carer Race Equality Framework and Sexual Safety Charter.
3d. We will work with our system partners to utilise evidence-based practice, meet unmet need and collaborate.
3e. We will seek opportunities to be a leading organisation on EDI.

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Embedding Equality, Diversity and Inclusion at Bradford District Care Foundation Trust

Throughout our initial engagement work to develop this plan we met over 30 teams within the Trust. Their confidence in leading Belonging and Inclusion change ranged from unaware to integrated and disruptive. To achieve our vision, we need to move all our teams through the maturity model stages so that EDI is central to the way our people think and work, we have the confidence to courageously challenge the status quo together. The EDI Influencers Programme we intend to develop will support this movement.

This work is not the responsibility of a few with equality, involvement, or engagement in their job title. This plan is a continued call to action to all our people to carry out their roles using an equality lens; to challenge our own thinking and the way we do things so that we are inclusive in everything we do.

We will provide learning programmes to increase awareness, create reflective spaces, encourage dialogue that fosters integration and systems that promote the strategic drive for change. We will seek to embed an equality focus into all our policies, plans and performance processes.

We will ensure that the Trust is meeting this vision and objectives as well as providing data that enables us to analyse our performance and set targets. The staff networks and staff side representatives will play active roles in overseeing governance and accountability. Through the Health Equity Approach further community involvement and co-production processes will be established.

*The Positive Disruptions EDI Model will continue be used to assess our position in delivering the Belonging and Inclusion plan.



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Equality, Diversity and Inclusion Legislation and National Standards

The Belonging and Inclusion Plan is our local plan which will support us in fulfilling the following legal duties, national aspirations, Integrated Care Partnership EDI plans and NHS England priorities:

1. Work within the NHS Constitution² principles to provide a comprehensive service, available to all irrespective of gender, race, disability, age, sexual orientation, religion, belief, gender reassignment, pregnancy and maternity or marital or civil partnership status with equal regard and respect for human rights.
2. To further the General Duties of the Equality Act 2010³ – eliminating unlawful discrimination, harassment and discrimination, promoting equal opportunities and fostering good community relations between groups.
3. To reduce health inequalities for people in Equality Act protected characteristic and Inclusion Health groups⁴ by improving access, experience, and health outcomes.
4. The NHS People Promise and our BDCFT People Plan⁵.
5. To deliver the Trust's Public Sector Equality Duties 2024 – 2028

Equality Objectives		
Strategic Priority	Equality Objective	Focusing on
Workforce Equality		
We will be the best place to work for everyone.	We will identify and address inequality of experience and under-representation within the workforce.	<ul style="list-style-type: none">• The 9 NHS Workforce Race Equality Indicators¹.
	We will identify, celebrate and spread good practice.	<ul style="list-style-type: none">• The 3 NHS Bank Workforce Race Equality Standard indicators.
		<ul style="list-style-type: none">• The 3 Medical Workforce Race Equality Standard indicators.
		<ul style="list-style-type: none">• Reducing the Trusts Gender Pay Gap, Ethnicity Pay Gap and Disability Pay Gap.
		<ul style="list-style-type: none">• Going for Gold with the NHS Rainbow Badge Assessment.
		<ul style="list-style-type: none">• The 13 NHS Workforce Disability Standard indicators.
	<ul style="list-style-type: none">• The Equality Delivery System 2022 Domain 1 and 2 indicators.	
Health Inequalities		

² [The NHS Constitution for England - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/nhs-constitution-for-england)

³ [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/equality-act-2010-guidance)

⁴ [Discrimination: your rights - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/discrimination-your-rights)

⁵ [NHS England » We are the NHS: People Plan for 2020/2021 – action for us all](https://www.nhs.uk/our-plan)

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We will deliver the best quality services to all.	We will identify and address inequalities of access, patient experience and health outcomes.	• The Patient and Carer Race Equality Framework core and local indicators.
		• The NHS England Health Inequalities Statutory Duty requirements.
	We will identify, celebrate and spread good practice within and outside of the Trust.	• Accessible Information Standard.
		• The EDS22 Domain 1 indicators.
	We will engage with stakeholders in this work to inform and provide scrutiny of our performance.	• Sexual Orientation Mentoring Standard.
		• Unicef Baby Friendly Gold Accreditation

Monitoring and review

The plan will run from 2025 – 2028. An annual delivery plan with key metrics and performance indicators will sit alongside this strategic document. We will report on progress and change against that annual delivery plan through our local quality and safety operational structures, People Plan and Innovation SLT, EDI Strategic Staff Partnership, Staff Networks and Trust Board via our People and Culture and Quality and Safety Committees. An overview of our progress will be published on the equality pages of the BDCFT website: [Equality and diversity reports - Bradford District Care NHS Foundation Trust](#).

More information about the plan and its implementation is available for staff here [Equality, Diversity and Inclusion \(sharepoint.com\)](#) and for all on our Trust website (address listed above).



¹ [WRES \(england.nhs.uk\)](https://www.england.nhs.uk/wres/)