

Belonging and Inclusion Plan

2021 - 2024



Equality, Diversity and Inclusion; not just the salt and pepper but the whole meal,
(Cultural Curiosity Group, July 2021).

Belonging and Inclusion Plan 2021 – 2024

Foreword from Therese Patten Chief Executive

I was so proud to be appointed CEO at Bradford District Care Foundation Trust and took up the post in September 2020. As I got to know the Trust, I found there was much to celebrate, award-winning in many areas, an important partner and anchor institution within the Bradford and Craven and Wakefield Districts, and an employer of a wonderfully diverse 3600 workforce. It is a privilege for us to provide care to our community when they are often at their most vulnerable and in their time of greatest need, however, I also found areas where we need to improve. To provide the best quality care we must endeavour to ensure we consciously “see the person” who is accessing our services. This means we take time to understand everyone, their needs and health aspirations as a partner in their care, and not just a patient or service user moving through our organisation.

To achieve this we need a workforce that reflects and understands the community that we serve at all levels of the organisation. Our workforce needs to know that they matter as individuals, that they feel valued, included and that they can bring their whole selves to work, they can “be me”, no matter their background – this of course includes socio-economic status, religion, LGBT+, disability, gender, caring responsibility and race. We know that staff who are cared for give better quality person-centred care. I want all our patients to have access to the very best care possible during their time with us so we must ensure our staff are included and listened to.

The COVID-19 pandemic and death of George Floyd have shone a stark light on racism and the many inequalities that persist within our society. These events must further strengthen our resolve to tackle inequalities and work towards an equitable and inclusive society that values diversity, and where everyone has opportunity to flourish and progress. We must all play our part and commit to taking responsibility and personal action to deliver sustainable change and it is my role to create conditions where this can happen. We must endeavour to live our Care Trust way values – we listen, we care, we deliver, so our Trust is an organisation that we are all proud of.

We must deliver for everyone, and this plan sets out our ambition. I know the Board will join me in fully welcoming this plan and agree that equality, diversity, and inclusion must be central and embedded in all that we do here. Progress will be monitored and reported on regularly to the Board to support delivery, however ultimately the success of this plan is collective and the responsibility of us all.



Belonging and Inclusion Plan 2021 – 2024

Introduction

The Belonging and Inclusion Plan sets the direction of our equality, diversity and inclusion (EDI) ambitions and work for the coming three years. It reflects the Trust's commitment to ensuring that our services are completely equitable, accessible for all and that they are person centred and equipped to meet the individual and diverse needs of the communities that we serve. It is a call to action to our people to view and carry out their roles through an EDI Lens. Additionally, it highlights our workforce aspirations and supports the organisation's strategic priority to promote diversity, belonging and inclusion for all staff and to empower all staff to be leaders within an open culture in line with our values and aspirations for inclusivity and diversity.

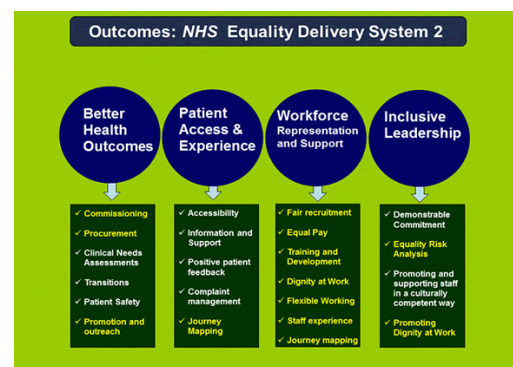
The plan builds on the equality work that has taken place in the past. Whilst we build on this work, we acknowledge that there is so much more work to do. Through engagement during the development of this plan, staff and service users generously shared where they felt the gaps were and helpfully generated many ideas about what could be done to address the inequalities.

On 21st May 2021 Therese Patten CEO made a Pledge to Equality, Diversity and Inclusion. The plan aims are to support delivery on our strategic objectives and Therese's three-point pledge and embed and sustain equality, diversity and inclusion throughout the organisation, improving the staff and patient experience.

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.

The plan and its objectives encompass the four goals of NHS Equality Delivery System model (EDS2):

- service user health outcomes,
- patient experience and access to services.
- workforce representation and support
- inclusive leadership.



Belonging and Inclusion Plan 2021 – 2024

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

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

Developing the Plan Through Voice

It has been 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 development of the Belonging and Inclusion Plan we have engaged with staff and service users through virtual workshops, face to face meetings and a crowdsourcing platform which generated 1003 contributions. Staff and service users have shared their experiences, priorities, and ideas. Themes have emerged and we have used these themes to inform the plan priorities.

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

| Theme | Including |
|--------------------------|--|
| Professionalism | The way we conduct ourselves, the respect we have for one another, the consistency in our interactions with others and our boundaries. |
| Resourcing | Belonging and Inclusion takes time, depth, commitment, and resource to make consistent and sustainable change. We need to avoid tokenism. The work is not just for a few to lead it should be embedded into everything that we all do. |
| Mobility | 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 | 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 | 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 engagement. Your contributions have been invaluable.

Our vision, our values – The Trust Care Way

Our vision for the plan is threefold:

- To provide the best quality care and meet the individual needs of our service users.

Belonging and Inclusion Plan 2021 – 2024

- To have a workforce that fully reflects and understands the communities we serve and has a fair and compassionate culture where everyone feels that they belong, are included, valued and respected and can progress as a unique individual.
- An organisation that:
 - collectively, consistently, and actively works to dismantle inequality wherever it is found and in all its forms.
 - ensures that barriers to progression are identified and addressed and,
 - is an example of best practice.



This plan also aligns to the Care Trust Values of We listen, We care and We deliver. The Care Trust Way advocates making changes in our own work practice leading to improvements for our workforce and improvement for the people who use our services.

Belonging and Inclusion objectives

We will deliver the following objectives over the next three years to address our local priorities and the national requirements.

Outcome 1. Better health outcomes

We will be proactive in the identification of health inequalities in our services. We will put robust systems in place to tackle them to improve access, experience and health outcome. We will measure and report on that improvement.

| What we have achieved | What we plan to do |
|--|---|
| Pockets of excellent good practice where services are co-created and designed to be fully inclusive (Beyond Words, BDCFT, 2020 ¹). | O1a. Implement the Equality and Human Rights Impact Assessment (EHRIA) Matrix ² to ensure systematic screening and action planning in services that address inequalities and seek opportunities to promote equality resulting in measurable local objectives. |
| Equality within the Quality and Equality Impact Assessment process for new services and service change. | O1b. Identify and support EDI Cultural Ambassadors across the Trust to be catalysts for Belonging and Inclusion. |
| | O1c. Equality, diversity and inclusion is considered within senior leader meetings across all our clinical service areas using the Equality Analysis checklist to support engagement ³ |

¹ [iCare - Home \(sharepoint.com\)](#)

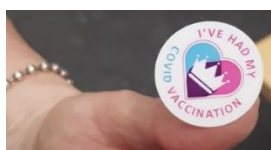
² [Insert live link to the matrix](#)

³ [Insert link to EHRIA Meeting Checklist](#)

“We need to be more flexible to work in the communities, offering a variety of approaches to engage these groups not just our standard medical models etc. We also need to involve SUs from BAME backgrounds to co-produce our services”, (Crowdsourcing, Aug 2021).

Belonging and Inclusion Plan 2021 – 2024

The Coronavirus Pandemic



During 2020 and 2021 we proactively engaged with partners across West Yorkshire to act on the disproportionate impact that COVID-19 has had on diverse communities and to identify, investigate and address the wider health inequalities across the place and the impact on diverse groups.

| What we have achieved | What we plan to do |
|---|---|
| Risk assessments carried out with each member of staff to mitigate against risk and support health and wellbeing. | O1d. Continue implementing Government Guidance, delivering and reviewing the actions in the EHRIA to maximise take up of the vaccine and minimise the impact of Covid-19 on our local communities. |
| Equality and Human Rights Impact Assessment running alongside the vaccine roll out programme. | |
| Community Vaccination Hubs opened and managed to deliver Covid-19 Vaccine to the Bradford Population. | |

Outcome 2. Patient experience and access to our services

We will ensure that all our service users and carers who require our care can access our services easily. We want to ensure the care that we provide is person centred to meet individual need and that our staff 'see the person'.

| What we have achieved | What we plan to do |
|---|--|
| Development of the Integrated Care Dashboard with Equality Burst Out Reports. | O2a. Introduce systematic use of the new patient diversity data sources to inform EHRIA and Equality Performance Monitoring of services. |
| Education opportunities for our workforce including Cultural Competence and Unconscious Bias programmes, Cultural Curiosity Groups and Black Lives Matter Groups, Rainbow Badge Scheme, online learning resources and guides. | O2b. Developing an inclusive culture across the Trust: <ul style="list-style-type: none"> • Ensure that EDI runs like a golden thread through training programmes. • Deliver Phase II of the NHS Rainbow Badge Scheme aiming to be assessed as silver. • Publicise and support use of the anti-racism toolkit • Deliver a calendar of diversity events that raise awareness, visibility and cultural humility. • Provide an inclusion learning programme called See the Person with e-learning, online resources, face to face training and opportunities for reflective space. • Delivery of the Your Voice Matters Involvement Strategy. • Further develop our Interpreting and Translation Provision • Review Implementation of the Accessible Information Standard. |



"Staff who work in Bradford need to have a brief understanding of different cultures/religions and how this impacts the services we delivery. Such as Ramadan, service users may not attend a vaccination appointment". (Crowdsourcing, Aug 2021).

Belonging and Inclusion Plan 2021 – 2024

Outcome 3. Workforce representation and support – ‘bringing our whole selves to work’

We will work hard to improve representation of our workforce so that it reflects the Wakefield, 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 that they bring. We will ensure all colleagues feel their voice matters and that they can use their unique experiences to shape our services ensuring good patient experiences and health outcomes.

We will continue to use the NHS Workforce Race Equality Standard, NHS Workforce Disability Standard and Gender Pay Gap requirement to measure and report on our progress⁴.

“We need to think differently and more creatively by making opportunities available through shadowing, projects and secondments. Then ensuring these opportunities are more than a token gesture to something concrete and sustainable - reality with real improvement in hand. The playing field needs to be levelled...” (crowdsourcing, Aug 2021).



| What we have achieved | What we plan to do |
|---|--|
| Moving Forward programme and Moving Forward Plus to be replicated throughout the NHS system | O3a Expand programme and increase intake offering. Work with NHS E/I to spread Moving Forward Plus throughout the system. |
| Increasing the likelihood of BAME and Disabled staff being appointed after shortlisting after rolling out Unconscious Bias Training and increasing diverse representation in recruitment and selection processes. | O3b. Review our workforce policies and procedures to ensure they incorporate fair and compassionate culture and are non-discriminatory and inclusive. |
| | O3c. Provide a working environment and culture in which bullying, and harassment is unacceptable; Incivility campaign “We care”. |
| Reciprocal mentoring programme. | O3d. Ongoing opportunities for engagement, reflection, and influence into the delivery of this Belonging and Inclusion Plan. |
| | O3e. Continue and widen reciprocal mentoring programmes throughout the Trust. |
| | O3f. Ensure that management training encompasses the skills and knowledge development required for an inclusive workplace and acknowledges the value of diversity within our workforce. |
| | O3g. Promote our well-being offer to our people |
| | O3h. Ensure we support people with Disabilities; draft a Disability Policy incorporating new processes for Disability Leave and Reasonable Adjustments. |

⁴ [Equality, diversity and inclusion | BDCT](#)

Belonging and Inclusion Plan 2021 – 2024

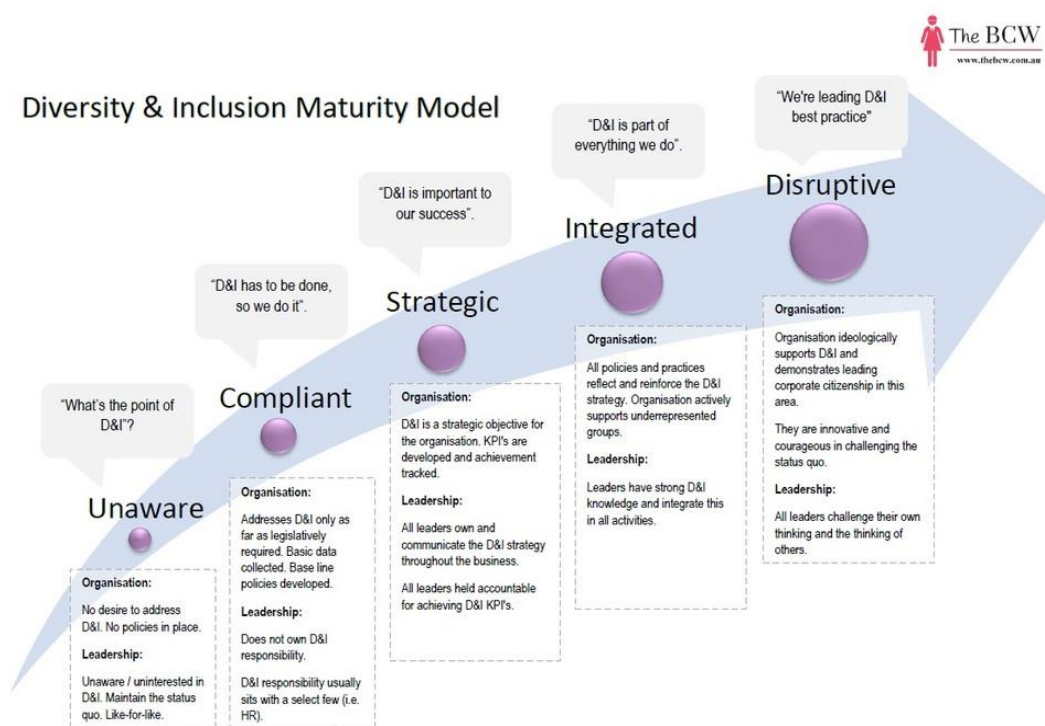
Outcome 4. Inclusive leadership – embedding EDI into everything we all do

We will work to diversify our workforce at all levels and create inclusive cultures and systems that enable all staff to have a voice in how we shape and deliver services. We will prepare and support staff with the tools they need to be part of this call to action and meet that preparedness with opportunity for sustainable change.

| What we have achieved | What we plan to do |
|--|---|
| Increased diversity within the Trust Board. | O4a. Mainstreaming equality, diversity and inclusion and culture change into everything that we all do. |
| Increasing BAME leadership in bands 8a and above. | O4b. Develop our EDI Maturity, assessing our position within the Diversity and Inclusion Maturity Model ⁵ with the aim of progressing through the stages. |
| Increasing the percentage of staff sharing information about their Disability and Sexual Orientation enabling representation within the workforce. | O4c. Support the career progression of under-represented staff. |
| | O4d. Deliver the Integrated Care Partnership BAME Leadership programme requirements. |

*Diversity and Inclusion Model

The D&I Model will be used to assess our position in delivering the Belonging and Inclusion plan.



⁵ Our Approach — The BCW

Belonging and Inclusion Plan 2021 – 2024

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

Throughout our 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 and we have the confidence to courageously challenge the status quo together.

This work is not the responsibility of a few with equality, involvement, or engagement in their job title. This plan is a 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 and 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 these objectives and provide data that enables us to analyse our performance, set targets and objectives following Equality and Human Rights Impact Assessments to address inequality at a local level within the workforce and our clinical services. The staff networks and staff side representatives will play active roles in overseeing governance and accountability. Through the Your Voice Matters Involvement Strategy, mechanisms to ensure service users, carers and community involvement in these processes will be established.

Actions Speak Louder than Words



Belonging and Inclusion Plan 2021 – 2024

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 Constitution⁶ principles to provide a comprehensive service, available to all. It is 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 2010⁷ – 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 groups⁸ by improving access, experience, and health outcomes.
4. The NHS People Promise and our BDCFT People Plan⁹.
5. To deliver the Trust’s Public Sector Equality Duties 2020 – 2024

The Equality Objectives 2020 - 2024

| Care Related Objective To improve the patient experience of people with Equality Act protected characteristics | Focusing on |
|---|--|
| Development and delivery of the ‘See the Person’ Campaign – including resources, training and support to services in implementing them. | Increasing staff awareness and understanding of Race, Religion or Belief, Age, Disability, Sexual Orientation, Sex and Trans and the impact and importance this can have for patients on their care. |

We Care, We Listen, We Deliver – Best Quality Services, Healthy as Possible,

| Workforce Related Objective Improve workforce equality, particularly for BAME, disabled, LGBT+ staff and for women and men | Focusing on |
|--|---|
| Implementation of the WRES | Reducing inequality for BAME staff in their experience of working at BDCFT. |
| Implementation of the WDES | Reducing the inequality for Disabled staff in their experience of working at BDCFT. |
| Meeting the Equality Act 2017 Gender Pay Gap Regulations | Reducing the Gender Pay Gap and Bonus Gender Pay Gap. |
| Furthering LGBT+ Equality | Implementing Phase II of the Rainbow Badge Scheme |

We Care, We Listen, We Deliver – Best Place to Work

⁶ [The NHS Constitution for England - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

⁷ [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

⁸ [Discrimination: your rights - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

⁹ [NHS England » We are the NHS: People Plan for 2020/2021 – action for us all](http://www.nhs.uk)

Belonging and Inclusion Plan 2021 – 2024

Monitoring and review

The plan will run from 2021 – 2024. 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 Workforce and Equality Committee. An overview of our progress will be published on the equality pages of the BDCFT website [Equality, diversity and inclusion | BDCFT](#).

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 here [Equality, diversity and inclusion - BDCFT](#)

