

Culture, Inclusion, and Equity Framework

A framework to deliver our inclusion ambitions.

2025 - 2028



Introduction

The framework aligns with our corporate strategy, which sets out the vision, mission, and objectives for improving patient care, working with partners, and making this a great place to get care and a great place to give care.

It also aligns with our values: Caring, Committed, and Working Together, and addresses workforce inequalities and health inequalities through the delivery of our people and health inequalities plans, ensuring a cohesive approach to inclusion across our organisation to create our safety culture. An inclusive culture drives all other organisational cultures by fostering diversity, engagement, innovation, positive climate, equity, reputation, and adaptability.

This is an umbrella framework, setting out principles that will be followed through the delivery of our People, Health Inequalities, Anti-Racism, and Neurodiversity action plans.



Goal

To create an inclusive and equitable culture where:

- All colleagues want to work here, can thrive, and feel a sense of belonging
- Our communities feel involved in their care
- The care we provide is culturally appropriate

Values and aligned principles

Our Trust values are embedded into our Culture, Inclusion, and Equity framework by aligning them to principles that reflect our commitment to inclusion and what we would expect to see from each other in delivering our objectives

1. Caring for you



Principle 1: Respect and dignity

- Treat everyone with respect, ensuring their dignity is upheld in every interaction
- Promote a culture of empathy, curiosity, and understanding, recognising the diverse needs and perspectives of our colleagues, patients, carers and community members
- Recognise and celebrate the diversity and contribution of our colleagues, patients, carers and communities and ensure people feel valued

Principle 2: Accessibility and support

- Ensure equal access to opportunities and resources, removing barriers to participation for everyone by reflectively identifying and uncovering disparities
- Provide comprehensive support systems, including mental health and well-being resources, to care for our diverse workforce and communities

2. Committed



Principle 3: Continuous quality improvement

- Commit to ongoing learning and development on inclusion to foster a culture of continuous learning and improvement in thinking holistically about our staff and patients, carers and communities
- Demonstrating we are an evidence-based and evidence-informed organisation, we will regularly review and update policies and practices to ensure they remain current and effective

Principle 4: Accountability and transparency

- Hold ourselves accountable to high standards of inclusion, with clear metrics and regular reporting and evaluation on progress in addressing disparities
- Foster transparency and willingness in our actions and decisions, ensuring open communication and trust with all stakeholders

3. Working together



Principle 5: Collaboration and partnership

- Strengthen collaboration across all levels of the organisation, promoting teamwork and shared responsibility for inclusion
- Build strong partnerships with external organisations and communities to enhance our inclusion efforts and impact, adopting actions from engagement
- Ensure that our services are safe, effective, and responsive to the needs and preferences of our diverse population

Principle 6: Inclusive decision-making

- Involve staff and community diverse voices where possible in decision-making forums and processes, so that policies and initiatives are inclusive and representative of all perspectives
- Promote a culture where everyone feels empowered to contribute their ideas and feedback by adopting actions through engagement

We will continue to review and evaluate our actions throughout the life of this framework to ensure that our work is delivering the impact and outcomes we planned and to adapt to changing needs and demands.

Strategic Objectives

We have identified three strategic objectives that align with our Corporate Strategy and address the key patient experience and workforce challenges that we face:

1 Address workforce equity in attraction and progression

- Implement targeted recruitment strategies to build a diverse and inclusive workforce
- Create a career development and talent approach that supports the advancement of underserved groups
- Reduce the variation in poorer access and outcomes for staff from underserved communities accessing learning and development opportunities, entering formal disciplines

2 Reduce health inequalities in order to provide a good patient experience (Delivered through our health inequality plans)

- Develop and implement plans that address health disparities and outcomes among different population groups, adopting and adapting actions from engagement by involvement
- Ensure equitable access to healthcare services for all individuals, regardless of their background

3 Promote a safe and inclusive culture and a good staff experience that supports retention of our staff

- Engaging and developing our managers to be confident, competent and empowered to apply people practices in a timely, equitable and compassionate way
- Foster a workplace culture that values and celebrates diversity, inclusivity, and respect, following our safety culture charter
- Recognise and celebrate cultural and diversity events to raise awareness and promote understanding

These objectives are underpinned by specific actions, measures, and outcomes that the relevant oversight groups will monitor and regularly review to ensure we are making progress with our commitments. Our patient and workforce ambitions will be driven through our key trust priorities which are outlined and delivered through our:

- Health Inequalities plan
- People and Culture plan
- Nursing and AHP strategy
- Anti-racism plan
- Neurodiversity strategy
- Freedom to Speak Up Strategy

Behaviours

Operational excellence is delivered through our behaviours, and our performance depends on the behaviours and competencies we demonstrate within the Trust.

Our behaviours define how we:

- Deliver our objectives
- Collaborate, support and guide our teams
- Respect our internal and external stakeholders by listening to, understanding and responding to their needs
- Continually seek to improve the way we do things using our Quality Improvement methodology

We have defined four core behaviours, each aligned with our trust values and QI methodology, that support the culture we want to create at Berkshire Healthcare:

Compassionate

Motivated to positively impact the wellbeing of self and others.

Curious

Listening, learning and exploring new ideas and ways of working to continually improve what we do.

Inclusive

Valuing diversity and championing equity by ensuring everyone feels recognised, able to contribute and committed to actively addressing unfairness.

Persevering

Demonstrates resilience and flexibility even during periods of uncertainty, to achieve goals that contribute to high-quality care and services.

Measures of success

Specific measures will be given to objectives in the supporting plans that contribute to our framework measures. We will use the following indicators to measure the success of our umbrella framework, with the option of including more essential measures if needed:

1 Patient experience

Aggregated iWantGreatCare score for underserved groups (A great place to get care). Target Score of over 4.75.

2 Carer experience

Aggregated Carer Feedback Dashboard, 'Overall, how was your experience of our service?' Target score of combined good and very good 95%.

3 Staff experience

Aggregated Inclusion, and compassion, WRES/WDES, NHS NSS People Promise score (A Great place to give care). Target Score of 8.

a. Race Disparity Ratio – Staff progression probability of white colleagues progressing up through the organisation compared to ethnically diverse colleagues – Our target is that the probability score is reduced to 1 which would indicate equity with white colleagues.

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We will also be transparent with feeding back on the actions we take based on the views and insights gathered to ensure we close the feedback loop.

Conclusion

This framework will guide our efforts to promote equality, diversity, and inclusion, ensuring these principles are central to all we do.

By embedding culture, inclusion, and equity principles into our supporting work plans and aligning with our core values - Caring for You, Committed, and Working Together - we aim to create a thriving environment for everyone.

The framework's success relies on the commitment of all colleagues, and collaboration with external stakeholders, our communities, and networks. The Diversity Steering Group will oversee implementation. We will review the framework in 2027 to adapt to changing needs.

Our work will continue to draw on the qualitative and experiential data, trends and performance from our Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES), Equality Delivery System (EDS), Pay Gaps, staff survey and Accessible Information Standard (AIS),

Together, we will continue to make Berkshire Healthcare...



**A great place to
get care, a great
place to give care**



We will be polite and kind and we expect you to treat our staff in the same way. We will take action against anyone who is verbally, racially, physically or sexually abusive, including stopping access to our services.