

Agenda Item 2.i

Report to:	Trust Board	Date: 8 January 2026
Report from:	Oonagh Monkhouse, Director of Workforce and OD Lorraine Howard-Jones, Deputy Director of Workforce and OD Onika Patrick-Redhead, Assistant Director of Organisational Development	
Principal Objective/Strategy and Title:	Workforce Strategy and EDI Improvement Plan 2025/26 Mid-Year Review Update	
Board Assurance Framework Entries:	BAF 3732: Workforce planning and development BAF 3733: Staff engagement and culture	
Regulatory Requirement	NHSE EDI Improvement Action Plan Equality Act Public Sector Equality Duty Workforce Race Equality Scheme Workforce Disability Equality Scheme Equality Delivery System Well Led	
Equality Considerations:	As per the regulatory requirements set out above.	
Key Risks:	Capacity in the Workforce Directorate Line Management capacity and skill Workload and competing Priorities Staff engagement	
For:	Noting and Assurance	

1. Purpose

This report provides the mid-year update on the delivery of the Trust's Workforce Strategy 25/26 Action Plan and the 25/26 EDI Improvement Action Plan covering progress made across Quarters 1 and 2 of 2025/26.

Workforce Strategy





The Workforce Strategy is a core enabler of the Trust's Five-Year Strategy, with its central ambition to ensure that Royal Papworth is a place where people feel valued, supported, included and confident that they can learn, grow and progress. Progress is monitored across the six interconnected strategic themes with annual workplans approved by the Workforce Committee and Trust Board. This update reflects progress to date, workforce performance indicators, and emerging priorities for the remainder of the year.

Development of the 2026-31 Workforce Strategy will commence in Q4 25/26 as one of the key enabling strategies to the new Trust Strategy.

EDI Improvement Action Plan

In 2023 NHSE published the NHS's first Equality, Diversity and Inclusion (EDI) Improvement Plan. This plan set out targeted actions to address the prejudice and discrimination – direct and indirect – that exists through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce.

The plan set out six high impact actions to address the intersectional impacts of discrimination and bias:

<p>Measurable objectives on EDI for Chairs Chief Executives and Board members.</p> <p>Success metric</p> <p>1a. Annual Chair/CEO appraisals on EDI objectives via Board Assurance Framework (BAF).</p> 	<p>Overhaul recruitment processes and embed talent management processes.</p> <p>Success metric</p> <p>2a. Relative likelihood of staff being appointed from shortlisting across all posts</p> <p>2b. NSS Q on access to career progression and training and development opportunities</p> <p>2c. Improvement in race and disability representation leading to parity</p> <p>2d. Improvement in representation senior leadership (Band BC upwards) leading to parity</p> <p>2e. Diversity in shortlisted candidates</p> <p>2f. NETS Combined Indicator Score metric on quality of training</p> 	<p>Eliminate total pay gaps with respect to race, disability and gender.</p> <p>Success metric</p> <p>3a. Improvement in gender, race, and disability pay gap</p> 
<p>Address Health Inequalities within their workforce.</p> <p>Success metric</p> <p>4a. NSS Q on organisation action on health and wellbeing concerns</p> <p>4b. National Education & Training Survey (NETS) Combined Indicator Score metric on quality of training</p> <p>4c. To be developed in Year 2</p> 	<p>Comprehensive Induction and onboarding programme for International recruited staff.</p> <p>Success metric</p> <p>5a. NSS Q on belonging for IR staff</p> <p>5b. NSS Q on bullying, harassment from team/line manager for IR staff</p> <p>5c. NETS Combined Indicator Score metric on quality of training IR staff</p> 	<p>Eliminate conditions and environment in which bullying, harassment and physical harassment occurs.</p> <p>Success metric</p> <p>6a. Improvement in staff survey results on bullying / harassment from line managers/teams (ALL Staff)</p> <p>6b. Improvement in staff survey results on discrimination from line managers/teams (ALL Staff)</p> <p>6c. NETS Bullying & Harassment score metric (NHS professional groups)</p> 

The Trust has multiple regulatory and legal EDI requirements, making it challenging to track the various action plans and how they align. We have developed one overarching plan combining all EDI actions committed to in 25/26, aligned to the National EDI Improvement Programme.

- Appendix 1: 2025/26 Workforce Strategy Action Plan
- Appendix 2: 25/26 Workforce Strategy Mid-Year Update
- Appendix 3: 2025/26 EDI Improvement Plan
- Appendix 4: 25/26 EDI Improvement Plan Mid-Year Update

Trust Board is requested to:

- Note and review progress with the 25/26 Workforce Strategy.
- Note and review progress with the EDI Improvement Plan.