

25/26 EDI Improvement Plan Mid-Year Update

This EDI Improvement Plan enables the EDI team to track progress and provide improved oversight to the EDI Steering Committee and Workforce Committee. The updates below focus on the most significant projects stemming from the High Impact Actions:

- Leading for Inclusion Programme and Liberating your Talent Programme
- The ICS Cultural Intelligence Programme, and the continued work on the
- Transformational Reciprocal Mentoring Programme Cohort 3, alongside
- Ongoing work on Cohorts 1 and 2.

1. Leading for Inclusion and Liberating your Talent Programmes

1.1 As part of the work around the Regional Anti-Racism Strategy and the Trust's focus on Career Progression & Representation for BME staff at the Trust the Head of EDI, Director and Deputy Director of Workforce and OD and the Chief Nurse committed to developing a programme for BME staff.

The team started working with Morvia Gooden (former national lead for the Ready Now and Stepping up programme) in October 2024 to design this programme. A proposal was submitted to the team in December 2024, followed by a bid to NHS Charities Together in May 2025. Successful confirmation of the funding was received in August 2025, the Assistant Director of OD and the Trusts, Foundations and Statutory Fundraiser, attended a National Workforce Wellbeing Round 1 Onboarding and Welcome event on the 21st October to share what the Trusts programme outline looks like.

The programme consists of four cohorts, each targeting different staff levels:

Cohort 1: Mid-level Line Managers	Cohort 2: BME Staff (Bands 2-4)	Cohort 3: BME Staff (Bands 5-6)	Cohort 4: BME Staff (Bands 7-8)
<p>This cohort focuses on developing allies and creating inclusive environments through:</p> <ul style="list-style-type: none"> -Allyship and Cultural Competence -Exploring Personal Biases and Privileges -Building Allyship -Cultural Intelligence in practice -Creating Inclusive Environments -Reflection and Action Planning -Anti-Racism 	<p>Focuses on talent recognition and retention through topics like:</p> <ul style="list-style-type: none"> -Psychological safety, - Building trust, -Self-awareness -Emotional intelligence, and -Strength-based development. 	<p>Covers essential leadership skills including:</p> <ul style="list-style-type: none"> -Leadership Foundations -Communication and Influence -Emotional Intelligence and Resilience -Leadership Styles and Decision Making -Strategic Thinking and Organisational Leadership -Leading Teams and Managing Change 	<p>A talent management and sponsorship programme providing developmental support, sponsorship opportunities, and networking to help BME staff advance into senior leadership roles.</p>

The Assistant Director of OD and Head of EDI, have now establishing a Programme Steering Group that will meet every 8 weeks to monitor progress, discuss challenges, and celebrate successes throughout the programme lifecycle. Key stakeholders include

the Director of Workforce, Chief Nursing Officer, Head of Leadership and Management, Royal Papworth Charities representative, and the communications team.

The first Programme Board meeting was held on 12th November 2025. Actions arising from the meeting include reviewing how the BME cohorts are composed and ensuring staff are allocated to the correct cohorts based on their banding. This will result in small changes to the cohort make-up.

Regular updates will be provided to the EDI Steering Committee as needed.

For noting this intervention is specifically linked to two of the HIA's-

- High Impact Action 2 - Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity. Specifically addresses: Create and implement a talent management plan to improve the diversity of executive and senior leadership teams.
- High Impact Action 4 - Develop and implement an improvement plan to address health inequalities within the workforce. Addresses wellbeing and support for ethnic minority staff

2. ICS Cultural Intelligence Programme Update

2.1 In December 2023, the Integrated Care System Management Board committed to an inclusive leadership programme called the Cambridgeshire and Peterborough Leading and Engaging Inclusively with Cultural Intelligence Programme.

All partner organisations across Cambridgeshire and Peterborough took part in this important step towards becoming an anti-racist system. The Head of EDI at the time and Director of Workforce and OD at RPH served as Executive Sponsor and Programme Lead. The programme included 30 participants from across the ICS, organised into three cohorts:

Cohort A: Senior Board Leaders	Cohort B: Middle Management Leaders	Cohort C: Global Majority Leaders and Network Representatives
Designed for senior leaders who sit on their organisation's Board. Each organisation chose their participants, aiming for a good mix of different roles.	Designed for leaders who report to executive or board level directors, such as Deputy Directors, Divisional Directors, Associate Directors, and Clinical Directors. Again, we aimed for a variety of roles to participate.	Designed for leaders from Global Majority backgrounds, Staff Network Chairs, Co-Chairs, Deputies, and Cultural Ambassadors.

The programme ran from January 2024 to April 2025.

In July 2025, the team launched the final phase called the Culture Change Facilitator Programme. This phase focuses on training 6 people across the system to become Culture Change Facilitators who will work at both organisation and system level.

The 5-day training programme ran from October 20th to October 24th, 2025, and the Trusts new Head of EDI was part of this cohort. A verbal update will be shared with the Steering group of how he sees us integrating the learning from this into our existing development programmes.

It is hoped that the facilitators will act as a shared resource across the entire system, however RPH will be working through how we use this resource internally over the next 8 weeks.

For noting this intervention is linked to High Impact Action 1 - Chief executives, chairs and board members must have specific and measurable EDI objectives:

- Cohort A (Senior Board Leaders) directly supports board-level EDI leadership development.

Both programmes also support High Impact Action 6 around creating environments that eliminate bullying, discrimination, and harassment through cultural competence and inclusive leadership development.

3. Vision for Inclusion

The Board launched their Vision for Inclusion in September 2024, followed by a leadership workshop in April 2025 to explore this vision with leaders across the organisation. This has led to further work embedding this vision, including a dedicated workshop on Anti-Bullying and Harassment scheduled for February 2026. This programme is ongoing and evolving.

For noting this intervention is specifically linked to:

- High Impact Action 1 - Chief executives, chairs and board members must have specific and measurable EDI objectives, - specifically addresses: Continued visible leadership by Board members in the embedding of the vision for inclusive leadership through leading/attending leadership events.
- High Impact Action 6 - Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work.

4. Other Interventions

❖ Sexual Safety Programme-

Earlier in the year, specific training was delivered to managers and staff around sexual safety, including dedicated training modules added to ESR on trauma-informed care and understanding sexual misconduct in the workplace.

This work has been aligned to the Trust's Abuse, Violence and Aggression procedure, with continued oversight from the Sexual Safety group. NHS England have issued further guidance and requirements in relation to the approach taken by Trusts in response to complaints. An audit will be undertaken in Spring 2026. This programme is ongoing and evolving. Progress has had to be paused due to the reprioritisation of capacity within the Employee Relations team to focus on attendance management. Capacity will be reviewed in Q1 26/27.

This work links to:

- High Impact Action 6 - Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur- specifically addresses: Ensure safe and effective policies and processes are in place to support staff affected by domestic abuse and sexual violence (DASV). And how the organisation provides comprehensive psychological support for all individuals who report that they have been a victim of bullying, harassment, discrimination or violence.
- ❖ Neurodiversity Programme-
Training has been provided for managers and staff around neurodiversity, with a toolkit for line managers due to be launched later in Q4 2025/26. The Disability and Difference and Working Carers (DaD) Network is focusing efforts on neurodiversity awareness and support. This programme is ongoing and evolving and links to:
 - High Impact Action 6 - Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence occur at work- specifically addresses: Roll out the Neurodiversity toolkit to managers and HR teams to educate line managers and HR teams about Neurodiversity in the workplace.
 - High Impact Action 2 - Embed fair and inclusive recruitment processes and talent management strategies that target under representation and lack of diversity.