

## Workforce Strategy Action Plan 2025-6

Strategy Theme Description	Programme	Leads	Strategy Description (page no)	Action	Outcome	Delivery Date
Belonging and Inclusion	EDI	OPR/AA	We will run further cohorts of TRMP and promote and communicate the goals and outcomes of the programme. (p.24)	Transformational Reciprocal Mentoring for Inclusion Programme: <ul style="list-style-type: none"> <li>Engagement and development of managers of cohort 3 participants.</li> <li>Continue the engagement and development of cohort 1 &amp; 2 participants.</li> </ul>	Cohorts complete and all graduates active in progressing the "movement for change" such that this becomes business as usual.	31/03/2026
Belonging and Inclusion	EDI	OPR/AA	We will embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity as well as equity of career progression opportunities for staff of all protected characteristics (p.23)	Commission and implement local "stepping-up" programme for staff from a BAME background as a positive action measure	A stepping up programme is in place with the first cohort having been identified with training having commenced.	31/03/2026
Belonging and Inclusion	Policy and Procedure	LT	We will revise the policy framework for addressing abuse, violence and aggression against staff and develop a training and communication programme to support implementation of the policy (p.24)	Implement enhanced training for staff and line manager in managing and responding to abuse, violence and aggression against staff. Provide training for staff in dealing with unwanted behaviours of a sexual nature. Link actions with estates strategy on improving security provision. Pilot anonymise reporting routes.	Improved support for staff. Reduction in the number of staff reporting experiencing unwanted behaviour, improved reporting.	31/07/2025
Belonging and Inclusion	R&R - Workstream 1 - EDI	IS/KP/CN/OPR/AA	Embed fair and inclusive recruitment processes and talent management strategies (p.23)	Review the consultant recruitment process and embed best practice and Trust values.	A revised recruitment process in place for consultants which assesses clinical leadership skills and competencies alongside technical capabilities.	30/09/2025
Belonging and Inclusion	EDI	OPR/AR	Improve access to divisional/directorate level EDI data and ensure that EDI is a regular item on Divisional/Directorate governance meetings.	Support Divisions/Directorates to access and understand their EDI data, how it fits within their governance and how they develop local plans.	Data set agreed and in place and made available on a quarterly basis and being used by Business Partners/Managers as part of their workforce action planning.	29/08/2025
Compassionate and Collective Culture	EDI	OPR/AA/PD	We will develop the skills and competencies of our leaders to enable them to be able to manage and support their people well, paying particular attention to the people skills required for compassionate and inclusive leadership (p.22)	Develop and implement anti-racism training for managers.	Anti-racism training is developed and available to managers, delegates for the first cohort have been identified and have completed the training.	30/09/2025

Compassionate and Collective Culture	Leadership & Management Development (LMD)	LHJ/PD/KP	We will continue to develop our line manager and leadership development programmes (p.22)	Design and implement a suite of training and development interventions that embed the Trust's vision for Inclusive Leadership and the Managers Behaviour Framework:- a) for line managers to improve people management skills; b) for managers to develop general management skills c) for leaders to develop compassionate and inclusive leadership skills	A comprehensive and updated suite of training in available that ensure the development of practical people and resource management for all line managers including medical managers <b>and</b> we have developed and implemented training interventions that develops culturally competent leadership .	31/03/2026
Compassionate and Collective Culture	Policy and Procedure	LHJ/CN/LT	Embedding a just culture (p.23)	Implement the revised resolution framework. Resource the resolutions hub and set up a clear commissioning process for conflict management and OD interventions that arise as potential solutions.	Updated policy signed off and on the intranet Training incorporated into management development programme. Role descriptions in place for hub resource and SOPs in place for investigations and report writing. Commissioning process in place.	31/07/2025
Compassionate and Collective Culture	H&WB	LT	We will take actions to help improve the health and wellbeing of our workforce (p.22)	Review the current health and wellbeing offer to ensure our work is appropriately focused where it is most needed. Develop actions that support improved physical and mental health with a focus on proactively managing health and "keeping well".	Outcomes will depend on the suite of interventions scoped and approved for development but are likely to include healthy eating/weightloss for health/blood pressure and heart health.	30/09/2025
Compassionate and Collective Culture	Team Development	LHJ/PD	We will develop and implement CCL Programmes including team development (p.21)	Develop and implement a programme designed to develop high performing teams with excellent cohesion, compassion and collaboration.	Team management development programme scoped out, designed and delivery commenced. Impact assessment to take place 6 months after implementation	30/09/2025
Compassionate and Collective Culture	Coaching & Mentoring	LHJ/PD	We will develop expertise and capacity in organisational development techniques and interventions such as team development and coaching (p.29)	Develop and maintain a network of trained coaches and mentors that can be commissioned by the BPs to work in their areas as required.	A network of trained coaches and mentors in place and regularly maintained to ensure that they are available when commissioned by the Head of Workforce Operations and BPs as required.	30/09/2025
Compassionate and Collective Culture	Restorative supervision - H&WB	EF	We will ensure staff are allowed the time to attend health and well-being initiatives. (p.22)	Develop plan for training professional nurse advocates (PNA's) aim to achieve national target 1:60. Implement process to allow protected time for PNA's to undertake restorative supervision. Develop PNA collaborative with CUH as part of collaborative working. Include AHP's in the provision of restorative supervision.	Track numbers of trained PNA's to number of registered nurses and nursing associates. Benchmark to other organisations within ICB. Monitor activity of PNA's and impact on sickness and turnover. Report through CPAC	31/12/2025

Compassionate and Collective Culture	EDI	OM/OPR/AA	We will develop a set of leadership behaviours to support the Trust's values and behaviours framework (p.22)	Embed the leadership behaviours framework	Sessions to embed the framework are held with senior managers throughout the year.	31/03/2026
Developing the workforce	Automated Systems Programme	BQ	Procure and implement a Learning Management System (LMS) (p.45)	Procure and implement a new LMS	A new LMS procured and in use across the Trust.	30/09/2025
Developing the workforce	Talent Management - Career Pathways Programme	LHJ/ZA/LR	We will provide career pathways in key areas..(p.25)	We will:- a) update the role profiles for all nursing roles across the Trust; b) map career pathways for all nursing roles across the Trust	i) All nurses have an updated role profiles. ii) A library of role profiles is updated and maintained; iii) Career pathways mapped with training intervention developed and communication materials in place and widely communicated	31/03/2026
Developing the workforce	Talent Management - Apprenticeships	ZA	Support the development of and recruitment to apprenticeships (p.48)	Undertake a review of apprenticeships and agree and develop a suitable apprenticeship programme.	Review completed and apprenticeship programme agreed for the Trust.	30/09/2025
Developing the Workforce	Talent - Career Pathways	JH/ZA	We will work closely with HEE in providing high quality training, placements and supervision, mentoring and support. (p.25)	Develop healthcare scientists professional practice / leadership structure and framework. Ensure there are clear lines of accountability for professional practise.	Healthcare scientists have a professional oversight structure to support their accountability and development. Reporting through CPAC.	30/09/2025
Efficient and effective workforce processes	Automated Systems Programme	KP/AR	We will support Divisions and Directorates in realising the benefits of electronic rostering systems by providing expertise and training (p29)	Working with the MD's office to scope project and consider rostering options. If approved support the project management team to roll out medical rostering.	A medical rostering functionality if in place and in use.	31/07/2025
Efficient and effective workforce processes	Automated Systems Programme	AR	We will ensure that workforce management information is provided in a timely and accessible way to support the identification of areas of risk (p.29)	Scope project to roll out self service for supervisors and managers across the Trust. Once approved, roll out self service to this staff group.	ESR Self Service in place by year end - either supervisor or manager level depending on approval.	30/09/2025
Efficient and effective workforce processes	EDI	OPR/AA/OM	We will continue to develop the HR Business Partner model to ensure that Divisional/Directorate leadership teams are provided with expert operational and strategic workforce advice and support (p.29)	Commission and implement "too hot to handle" training for workforce advisors (at all levels) to ensure that those advising managers build and maintain cultural competence.	A "too hot to handle" training programme is developed for workforce advisors and all those who advise on workforce matters and people management have been trained.	30/09/2025
Efficient and effective workforce processes	Policy and Procedure Programme	LT	We will review of key procedures and policies to ensure with Values and Behaviours/just culture (p29)	Review and update: DAW procedure Grievance procedure Medical Recruitment Procedure	Policies updated, signed off and implemented	31/12/2024

Efficient and effective workforce processes	Safe staffing Leadership and Management development	JW/SR	We will develop and implement further leadership development programmes and tools and techniques to support the development of capable, confident and compassionate leaders at all levels in the organisation (p.22)	Develop KPI's for supervisory sister time that are aligned with the ward and department scorecard. Identify areas for development e.g. specific master classes to aid success.	KPI's monitored alongside ward and department scorecard at ward sisters forum. Assurance reporting through to CPAC as part of safer staffing monthly report.	30/09/2025
Efficient and effective workforce processes	Automated Systems Programme	BQ	Exploring the use of artificial intelligence and automation in Workforce (p.28)	Develop a chatbot to handle common queries based on division policies and procedures	An HR chatbot will be available (via the intranet) for all staff.	01/08/2025
Efficient and effective workforce processes	Valued Based Recruitment	LB	Exploit the use of technologies to improve the recruitment processes (p.28)	i) Develop a new questions "library" to support recruiting managers. ii) Develop a tool to automatically generate interview summaries. iii) Develop a suite of resources to support managers with other forms of assessment at interview to support a more well rounded assessment process during job selection.	i) a library of questions is developed, in use and audited for effectiveness; ii) a tool to automatically generate interview summaries has been developed and is in regular use iii) a suite of resources has been developed to support managers with other forms of assessment and selection of candidates.	31/03/2026
Growing the Workforce	Appraisals	LHJ/JB	We will ensure that all staff have a quality annual appraisal that includes a health and wellbeing and career and personal development planning conversation (p.27)	Implement the new appraisal process ensuring it is aligned with the career pathways programme.	New and updated appraisal process is implemented.	31/07/2025
Growing the Workforce	Talent Management - Succession Planning	ZA/WSBPs	We will proactively manage and understand turnover across our services (p.27)	Develop a methodology for effective talent management and succession planning linked to workforce planning.	Succession planning is understood by managers who incorporate this activity into their ongoing workforce planning and talent management enable some level of prediction in staff movement and resourcing demand over time.	31/03/2026
Growing the Workforce	Talent Management - Apprenticeships	ZA	Support the development of and recruitment to apprenticeships (p.48)	Undertake a review of apprenticeships and agree and develop a suitable apprenticeship programme - determine a target for the growth of apprenticeships in the Trust.	Review completed and apprenticeship programme agreed for the Trust and appropriate systems and processes in place to grow the apprenticeship scheme in line with agreed strategy for RPH.	31/03/2026

Growing the workforce	Talent Management - Advanced Clinical Practice	JW	We will provide career pathways in key areas supported by an extensive education and training offer so candidates and existing colleagues can plan and shape their future. (p.25)	Scope and develop workforce plan for advanced practise roles across all clinical non medical workforce. Identify where efficiencies and cost savings can be made e.g. potentially reduction in LED's.	Workforce plan is in place and clinical career pathways developed for staff. Report through CPAC.	30/09/2025
Growing the Workforce	Talent Management - Developing Talent Pools	LB/ZA	We will implement a systematic talent management and succession planning approach across all services (p.28)	Develop a Talent Pool process in collaboration with Clinical Education to support the continued recruitment and development of nurses and healthcare support workers	Oleeo's talent pooling functionality is in use across the Trust.	31/12/2025
Working with partners	System working	LHJ	We will work with our campus partners to maximise the benefits offered by our co-location and campus facilities and to address our common workforce risks (p.30)	Joint working with CUH Workforce Directorate to deliver the workforce priorities of the Joint Strategic Board. Supporting the delivery of the clinical pathways, develop a shared model of OH delivery,	OH - a scoping exercise has been completed and an option appraisals presented to the CUH/RPH Executive for consideration. OD/HR support provided to clinical pathway developments.	31/03/2024
Working with partners	System working	LHJ	We will work with partners in the Cambridge and Peterborough Integrated Care System (ICS) to develop a system-wide workforce strategy that supports the delivery of the vision and priorities of the ICS (p.30)	Work collaboratively with system partners throughout 2025/6 whilst reduction in corporate staffing is ongoing to maximise redeployment options and avoid loss of talent across the sector.	Worked effectively as part of the ICS wide redeployment collaborative.	31/03/2026