Workforce Strategy Actions

Theme+ A3:K53	Theme Description	Programme	Leads	Strategy Description	Action	Outcome		Delivery Date	RAG	Progress Notes
1	Compassionate and Collective Culture	CCL	JN	Line management Development Programme	Run 4 cohorts of the line managers programme	64 line managers completed the LMP	n	Q4 (2023/24)	(green)	Target achieved and will be exceeded by the end of Q4 with 128 graduates expectd when cohort 6 completes in February 2024.
1	Compassionate and Collective Culture	CCL	JN	Line management Development Programme	Undertake an impact evaluation	Positive feedback from participants & their managers Improvement in pulse and staff surveys Reduction in ER conflict cases	n	Q4 (2023/24)	(green)	Particpant feedback embedded into each module of the programme with current scores averaging between 5-6 on a scale from 1 (very poor) to 6 (excellent). At the end of cohort 6 we will be carrying out a qualitative and quantitative study with managers of cohorts 1-3 to understand the impact of programme in the workplace 6 months post course completion. This will be considered in conjunction with staff survey, pulse survey results and the ER case mix from areas managed by programme graduates.
1	Compassionate and Collective Culture	CCL	JN	Leadershp and senior management development	Develop and implement programmes for senior leadership and management.	Leadership development programme scoped out and agreed in 2023/24.	n	Q4 (2023/24)	(amber)	Discussions ongoing with COO to develop bespoke prog for Operational Managers. Further work to be done on scoping next step programme after the Line Managers Prog.
1	Compassionate and Collective Culture	CCL	JN	Team management development	Develop and implement a programme designed to devleop 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	n	Q4 (2023/24)	(amber)	Team development offered currently on an ad-hoc basis according to prioritised need. Scoping for a more general development programme for all teams is in progress but will be the area of focus in 2024/25 (this work is dependent on their being continued funding for the CCL Programme)
1	Compassionate and Collective Culture	CCL	JN	Values and Behaviours	Progress stage 2 of V&B programme embedding behaviours so that they are normal and guide our day to day practice.	Improved employee relations. Reduced grievances and DAW claims Improved pulse and staff surveys	n	Q4 (2023/24)	(green)	A further 160 staff have been trained on this since April bringing our total coverage to 70%. This programme is now embedded into the management development programme and the trust induction programme and is being offered as part of ad-hoc team development. We have also introduced an audio resource on values and behaviours and a monthly civility index for each department with a target score of 4.5 on a scale from 1 (very poor) to 6 (excellent). An assessment of this works impact on conflict claims and staff engagement will be undertaken at the end of March 2024 when the survey results are available.
1	Compassionate and Collective Culture	Talent Management	LHJ	Talent Management Programme	Develop a simple talent management process and supporting training material for line managers	A talent management process is developed, piloted and launched for line managersto use as part of the appraisal process	n	Q4 (2023/24)	(red)	This work is delayed pending the appointment to the newly established Assistant Director of Workforce Role.
1	Compassionate and Collective Culture	Talent Management	LHJ/BQ/BPs	Career pathways programme	Develop a methodology for describing career/development pathways within the organisation and create material that describes an intial six career pathways for key roles.	Monthly training sessions are established on talent management Six career pathways developed and created across a range of professions Career pathway material communicated and used in recruitment materials	n	Q4 (2023/24)	(amber)	The talent management aspect of this action is delayed but the mapping of the nursing career pathway from pre-registration to Matron commenced as a project in October 2024. The project will look at each nursing role in the pathway through careers in Critical care, analysing job content and skill requirement from the bottom to the top of each band. Critical care is the initial focus from the first 6 months of this project but it is anticipated that this will broaden across all nursing career pathways throughout 2024/25.
1	Compassionate and Collective Culture	H&WB	LT	Financial Health	Improve the financial wellbeing support and advice available to staff	Set up a joint working arrangement with a Crdit Union to give staff access to facilities Sign up to wagestream for staff to access the services it provides	y	Q4 (2023/24)	(blue)	Wagestream launched on 4th September and is being well used. Papworth App offering financial offers has been renewed. In addition the Trust's welfare offer to staff is ongoing with a YTD spend of £522,263 against the £1m budget. This money is used to support staff car parking, travel to work and food whilst at work. To date we have seen 30,000 discounted transactions in the staff restaurant and over 12,000 free park and ride trips between April and September 2023.
1	Compassionate and Collective Culture	H&WB	LT	H&WB Strategy	Review quantitative and qualitative data on staff experience and use this to gude priorities at a Trust, divisional and service level.	Set of data agreed and routinely reported Compliance with NICE guidelines on interventions and actions to support H&WB at work Quarterly review of H&WB offer measured against data Annual review and agreement of H&WB priorities	y	Q4 (2023/24)	(green)	Data set agreed and reported monthly and included in Workforce Committee reporting. Work continues to bring us closer to full compliance with NICE guidelines for H&WB at work and an assessment will be undertaken at the end of Q4. An annual review of activity was completed in Q4 (2022/23) and again in Q2 (23/24) in preparation for Charity funding bid submitted in September for continuation of funding for H&WB roles to end of 2025. (This excludes £1m financial programme which is Trust funded to March 2024).
1	Compassionate and Collective Culture	Policy & Proc	LT	Safe Working Environment	Review the violence and aggression policy	Update policy signed off and on the intranet	y	Q1 (2023/24)	(blue)	This action has been completed, the policy is now live on the intranet with training being offered to managers on its application.
1	Compassionate and Collective Culture	Policy & Proc	LT	Safe Working Environment	Review and upate governance processes for health and safety	Revised governance processes signed off by workforce committee and implemented. Bi-monthly reporting to Workforce Committee of incidents implemented	y	Q1 (2023/24)	(blue)	Review has been completed and reporting to the Workforce Committee has commenced.
1	Compassionate and Collective Culture	Policy & Proc	OPR	Embedding a just culture	Review and improve dignity at work policy and procedure.	Updated policy signed off and on the intranet Training incorporated into management development programme	n	Q2 (2023/24)	(amber)	The publication of revised Dignity and Work and Grievance policies has been delayed due to a new project that has commenced looking at the way we manage conflict. Our Resolution project aims to create interventions at each stage of the conflict pathway that will help reduce the escalation of cases to the formal stage. This project will heavily influence the drafting of the DAW and Grievance policies so publication has been set back to the end of Q3.
1	Compassionate and Collective Culture	Policy & Proc	LT	Embedding a just culture	Review and improve Grievance policy and procedure	Updated policy signed off and on the intranet Training incorporated into management development programme	n	Q2 (2023/24)	(amber)	
1	Compassionate and Collective Culture	Policy & Proc	LT	Embedding a just culture	Review and improvement capability policy and procedure	Updated policy signed off and on the intranet Training incorporated into management development programme	n	Q2 (2023/24)	(amber)	Currently in development with stakeholders
1	Compassionate and Collective Culture	Just Culture	OPR	Embedding a just culture	Develop and deliver a programme of civility workshops	Civility workshops delivered throughout the year	n	Q1 (2023/24)	(blue)	This action has been completed and civility workshops are now on offer as a routine part of our EDI programme of activity.
1	Compassionate and Collective Culture	Just Culture	OPR	Embedding a just culture	Implement second messenger model of giving feedback on poor behaviour	Second messenger model piloted and audit of impact in one division completed Reduction in the number of DAW claims raised Reduction in the number of staff reporting B&H in surveys	n	Q3 (2023/24)	(amber)	We have not developed our approach to this and it is linked to the work on disputes resolution.
2	Belonging and Inclusion	EDI	OPR	Board level commitment and capability	Executive Directors to particpate in TRMP	All Execs to have completed the programme	n	Q4 (2023/24)	(amber)	The CEO and 2 Executive Directors have so far completed the TRMP course and 1 Executive Director is currently taking part in Cohort 2.
2	Belonging and Inclusion	EDI	OM	Board level commitment and capability	All Execs and Non Execs to have SMART EDI objectives	EDI objectives written into the 23/24 objectives and personal development plans for ED and NEDS	n	Q4 (2023/24)	(blue)	Executive Directors have got specific objectives on their accountability and responsiblities on EDI that have been signed off by the Remuneration and Nomination Committee.
2	Belonging and Inclusion	EDI	OPR	Board level commitment and capability	One dedicated Board devel. Session focusing on EDI	Board development session completed	n	Q4 (2023/24)	(amber)	On track - scheduled for Decem ber 2023
2	Belonging and Inclusion	Recruitment	LB	International Nurse Recruitment	Achieve the NHS pastoral care quality award for international nurse recruitment	NHS Pastoral care quality award achieved	n	Q1 (2023/24)	(blue)	Achieved. RPH have been awarded the Silver NHS Pastoral Care Quality Award for this work.
2	Belonging and Inclusion	Recruitment	LR	Embed fair and inclusive recruitment processes and talent management strategies	Revise the R&S procedure Update training for recruiters Implemented skills based training for recruiters Implement Oleeo	R&S procedure signed off and on intranet Training updated an provided to recruiters Oleeo implemented	n	Q2 (2023/24)	(green)	Achieved. Oleeo has been implemented, R&S procedures have been updated and training has been provided to recruiters and forms part of our ongoing training offer. There is still further work to do on our recruitment practices specifically on staff feeling our processes are fair and equitable and equality with career progression for staff from a BAME background.

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#	Theme	Category	Owner	Objective	Task	Measure		Timescale	RAG	Update
2	Belonging and Inclusion	Recruitment	KP	Embed fair and inclusive recruitment processes and talent management strategies	Review the consultant recruitment process and embed best practice and Trust values	A revised recruitment process in place for consultants	n	Q4 (2023/24)	Red	This is delayed to 24/25.
2	Belonging and Inclusion	Policy & Proc	LT	Embed fair and inclusive recruitment processes and talent management strategies	Improve reporting on violence and agression in the workplace	Regular reports available	n	Q3 (2023/24)	Amber	Revised procedure launched on 2nd October with training provided. Incidents to be recorded and monitored through Datix. First review of impact on reporting and management of incidents to take place in January.
2	Belonging and Inclusion	EDI	OPR	Continue to support, promote and value the contribution of our staff networks	Develop a network development strategy	Network stategy published	n	Q2 (2023/24)	Blue	Achieved. Staff Network EDI Strategy developed and published.
2	Belonging and Inclusion	EDI	OPR	Continue to support, promote and value the contribution of our staff networks	Network communications continued	Newtwork news and contibutions visible in all communication channels	n	Q1 (2023/24)	Green	Achieved. Network news routinely provided through bi-weekly comms on intranet and internet and via staff communications and briefings.
2	Belonging and Inclusion	Policy & Proc	LR	Ensure accessible routes for staff to raise concerns	Review and update whistleblowing policy	Revised policy published	n	Q1 (2023/24)	Blue	This has been completed.
2	Belonging and Inclusion	EDI	OPR/LT	Ensure accessible routes for staff to raise concerns	Run focus groups to better understand the barriers to staff reporting concerns and/or confidence in actions being taken.	Focus groups completed and plans updated and communicated.	n	Q1 (2023/24)	Amber	Our approach to this is still in discussion with the FTSUG and staff side organisations. It is hoped that this will be progressed in Q4.
2	Belonging and Inclusion	EDI	OPR/LT	Ensure accessible routes for staff to raise concerns	Ensure speaking up/raising concerns channels visible	Staff know how to raise concerns and have confidence they will be dealt with.	n	Q1 (2023/24)	Green	Freedom to Speak Up Guardian and Champions structure in place, well communicated and utilised.
2	Belonging and Inclusion	EDI	OPR	Develop and support network of cultural ambassadors	Embed the role of cultural ambassador in employee relations processes. Embed the role of cultural ambassador in the recruitment process for Band 8a and above.	CA's consulted on ER issues that arise and form part of the assessment, evaluation and decision making process. CA's routinely asked to take part in shortlisting and interviews for Band 8a + roles.	n	Q1 (2023/24)	Blue	Cohort of CAs recruited and trained. Role embedded in procedures .
2	Belonging and Inclusion	EDI	OPR	Run further cohorts of Transformational Reciprocal Mentoring Programme (TRMP)	Recruit a second cohort for TRMP Complete and publist review of 1st cohort	Second cohort for programme recruited and commenced. Review of 1st cohort completed, fed back and acted on to amend/alter/reaffirm.	n	Q4 (2023/24)	Blue	Achieved - second cohort in progress
3	Developing the workforce	TD&OD	BQ	Procure and implement a LMS	Procure and implement a new LMS	A new LMS procured	n	Q2 (2023/24)	Amber	LMS business case in final draft - on track for AITR review in Q3
3	Developing the workforce	Clinical Education	JL	Provide high quality training experience/placements and supervisoin, mentoring and support	Increase the range of HEIs we provide nursing and AHP placements for	New HEI providers that haven't work with us perviously providing placements to RPH		Q2 (2023/24)	Green	Wide ranges of HEI providers are in use maximising opportunity for learner access whilst balancing and mapping capacity and the learning environment audit. Currently providing placement to students across apprenticeships, work experience and traditional academic programs in nursing, AHP, paramedicine, pharmacy, scientists and medical professions at the following HEIs: CCS/UoC, ARU, UEA, BPP, UoH, Leeds, Exeter, UoB, Southanpton and Essex (with UK wide selection of HEIs for elective/student selected component placements; range of overseas medical learners supported for SSC). Remains important to balance placement provision against local to area students – recent surveys indicate geography and locus to home being the number 1 factor (placement experience being number 2) in converting student placement into substantive post holder.
3	Developing the workforce	TD&OD	LHJ/BQ/BPs	Address the development needs of RNs and HCSWs	Identify, plot and develop 6 career pathways	Career pathways mapped with training intervention developed and communication materials in place and widely communicated	n	Q4 (2023/24)	Amber	Progressing - HCSW mapping of roles, rebanding and migration to Band 3 complete. Schedule meeting to discuss recognition in Band 3 and pathway to registration. We have also started a project to map the nursing roles in the Critical Care nursing pathway as the first part of this action. The project plan will determine what can be achieved by end Q4 and is likely to be a feature of 2024/5
3	Developing the workforce	TD&OD	LHJ/BQ	Widening access	Develop an apprenticeship strategy	Apprenticeship strategy in place	n	Q3 (2023/24)	Red	This work is delayed pending the appointment to the newly established Assistant Director of Workforce Role.
3	Developing the workforce	Recruitment	LT/BPs	Support managers to think differently about the resourcing challenges	Develop recruitmet and retention plans for key areas	R&R plans in place and regularly monitored and reported to the Board	n	Q3 (2023/24)	Amber	Achieved - all directorates have developed recruitment plans which form part of their performance review process. These were presented to the Exec and progress is due to be presented in Oct/November 2023. Not all departments have recruitment plans worked through yet - work is underway in STA supported by the Head of Resourcing
3	Developing the workforce	H&WB	LT/NP	Review flexible working procedure and practice across the Trust to improve access to FW arrangements	Develop a new flexible working procedure, processes and training for managers	New flexible working strategy is in place New policy and practice and training in place for managers	n	Q3 (2023/24)	Amber	Ahead of schedule - new flexible working policy has been developed and is due for publication, training will follow.
3	Developing the workforce	Policy & Proc	LT/BQ	Review the existing retirement policy to ensure staff are supported at the end of their career	Develop and implement a new retirement policy, process and training	Update and reissue retirement policy and Trust wide communications has raised profile. Train managers on retirment policy. Retirement training available for those who want to retire bridging the gap between work and retirement	n	Q3 (2023/24)	Blue	Retirement policy implemented and communicated. Retirement training in development.
4	Growing the Workforce	R&R	LT	Reduce turnover	Implement a new exit procedure, harvesting information from those leaving to help in development of retention strategies.	New exit procedure in place. Information harvested for quarterly reporting	n	Q3 (2023/24)	Amber	On track - new exit questionnaire developed and being piloted with HCSWs. Procedure in draft.
4	Growing the Workforce	R&R	LT	Reduce turnover	Develop and implement "stay" interviews	"Stay" interviews are being undertake to retain staff Review practice of stay interviews 6 months after implementation	n	Q4 (2023/24)	Amber	On track - stay interviews are being done in some areas but will be rolled out more widely and uniformly through the implementation of the exit procedure.
4	Growing the Workforce	R&R	LB	Reduce time to hire	Implement process changes to reduce time to hire to rolling average of 48 days	Time to hire is 48 days maximum	n	Q3 (2023/24)	Amber	Olleo has been implemented and training is ongoing for managers. We are still double running and this is impacting on time to hire. Reductions are being made to time to hire bue we are not yet at the point of being consistently wtihin our KPI. Optimisation work continues.
4	Growing the Workforce	R&R	LB	Reduce time to hire	Improve communications with applicants to speed up pre-employment checking process.	Pre-employment process is efficient and Trust is meeting its 48 day TTH target	n	Q3 (2023/24)	Amber	Achieved - through improving processes and implementing Oleoo we have improved communication with applicants.
4	Growing the Workforce	R&R	LB	International Nurse Recruitment	develop and implement a programme to enable overseas nurses in unregistered role sto gain registration	Time taken for overseas nurses to enter registered roles reduced	n	Q3 (2023/24)	Amber	Capacity within the education team is affecting this. We are supporting a number of staff but have not got a programme in place supporting a steady stream of
4	Growing the Workforce	R&R	LB/BQ	Widening access	Recuit a cohort of nursing associates	A cohort of nursing associates have been recruited	n	Q3 (2023/24)	Amber	Recruitment to NA roles via apprenticeship TNA routes are well established with 2 cohorts per year (spring/autum) - there are now circa 20 NAs in post. Recruitment to TNA programs is via grow your own pathways. Work is underway to explore options of bringing apprenticeship management back in house (currently delivered through an SLA with CUH partners). Largest impact factor for recruitment to program is ability to release/backfil staff and the timely meeting of course entry eligibility criterea. Work to commence to explore appointing qualified NAs directly into an NA vaccancy through the Workforce Strategy.
4	Growing the Workforce	R&R	LHJ/BQ	Widening access	Implement a apprentice and widening access strategy	A strategy for widening access is developed to complement and expand the ambitions of the workforce strategy	n	Q4 (2023/24)	Amber	This work is delayed pending the appointment to the newly established Assistant Director of Workforce Role.

No.	Theme	Category	Owner	Objective	Deliverables	Success Measure		Timeframe	RAG	Update
4	Growing the Workforce	R&R	BQ/JL/LB	Widening access	Recruit a cohort of nurse apprentices	A cohort of nursing apprentices has been recruited	n	Q4 (2023/24)	🟧 Amber	Nurse apprenticeship programs, top up from NA (prev AP) to RN is an established professional development pathway with circa 17 staff having successfully completed over last 18months, further 13 on current programs. These apprentices are via grow your own pathways. Largest impact factor for recruitment to program is ability to release/backfil staff and the timely meeting of course entry eligability criterea. Work is underway to explore options of bringing apprenticeship management back in house (currently delivered through an SLA with CUH partners).
4	Growing the Workforce	R&R	LHJ/BQ	Widening access	Widen our apprenticeship programme for AHPs and HCS	A plan is in place for more AHP and HCS placements and those managing this cohort are working actively with their BPs to put apprentices in place.	n	Q4 (2023/24)	🟧 Amber	Work continues in recognising opportunity for AHP apprenticeships - to date there is successful completion in physiotherapy and ODPs, with staff on current programs in OT, dietetics, diagnostic radiography and social work. Work is underway to explore options of bringing apprenticeship management back in house (currently delivered through an SLA with CUH partners). Largest impact factor for recruitment to program is ability to release/backfil staff and the timely meeting of course entry eligability criterea.
5	Efficient and effective workforce processes	R&R	LB/JW	Procure a new Recruitment system	Develop an implementation plan for Oleeo Implement Oleeo Train managers to use Oleeo	Implementation plan developed Oleeo implemented Recruiting managers trained	n	Q2 (2023/24)	🟦 Blue	Complete - Oleoo was implemented in June and training has been developed and is being accessed by recruiting managers.
5	Efficient and effective workforce processes	Talent Management	LHJ/NT	Implement a process for widening access to talent. Engaging talent when they are with the Trust and ensuring that succession plans are in place	Implement a talent management process Ensure every area has plotted succession plans which are routinely reviewed	Talent management as a process is in place and manager are trained to use it and have incorporated it into their appraisal practice with succession plans drawn from the learning.	n	Q4 (2023/24)	🟥 Red	This work is delayed pending the appointment to the newly established Assistant Director of Workforce Role.
5	Efficient and effective workforce processes	Employee Relations	JB	Improve employee relations case management through better data management	Implement a new case management system	A new case management system has been procured and implemented	n	Q1 (2023/24)	🟧 Amber	A case management system has been developed and implemented and records are currently being migrated. Reporting will be available from early November 2024.
5	Efficient and effective workforce processes	Policy & Proc	LT	Provide a suite of up to date policies and procedures	Review and update: R&S procedure V&A procedure DAW procedure Grievance procedure Whisteblowing procedure Capability procedure; Capability procedure Flexible working policy and procedure Retirement procedure	Policies updated, signed off and implemented	n	Q4 (2023/24)	🟩 Green	Completed policies include R&S, Violence and Aggression, Flexible Working and Retirement. All other policies are in the pipeline and on track for development and implementation by the end of Q4
6	Working with partners	System working	LHJ	continue to develop our ICS partnership working through engagement with system working groups	Regular attendance at ICS regional meetings	Collaborative working opportunities have been identified and worked on.	n	Q4 (2023/24)	🟩 Green	We led and/or are members of a number of ICS workstreams.
6	Working with partners	System working	LHJ	Engage effectively with our campus partners to identify opportunities to work together to promote the campus as a place to work.	Identify and deliver joint recruitment events; Joint work on widening access initiatves	Joint recruitment events have been held thoroughout year and shared approach to WA in place	n	Q4 (2023/24)	🟧 Amber	The JMB has been reformed following a board to board meeting in November. A workplan will be developed. The initial areas of work identified are to revise the model of OH delivery and to jointly develop our workforce/OD support for the cardiology clinical pathway redesign.
6	Working with partners	Staff Side engagement	LHJ	Engage with our staff side partners on the workforce strategies.	HCSW project is progress in partnership with Unison JSC members engaged in Oleeo and ER system implementation LMC engaged in new CEA programme	JSC are engaged in Oleeo and ER system implementation HCSW project has included staff engagement.	n	Q4 (2023/24)	🟩 Green	HCSW project is completed and was undertaken in full partnership with Unison partners Oleeo and ER System have been developed and implemented The new clinical excellence awards scheme is being developed in partnershp and is pending implementation