

Workforce Strategy Action Plan 2024-25

Strategy Theme Description	Programme	Leads	Strategy Description	Action	Outcome	Delivery Date
Belonging and Inclusion	EDI	OPR	Board level commitment and capability	Run a third cohort of the TRMP	3rd Cohort recruited to and training either scheduled on in train.	31/03/2025
Belonging and Inclusion	EDI	OM	Board level commitment and capability	All Board members to have SMART EDI objectives	EDI objectives written into the 24/25 objectives and personal development plans for NEDS	30/06/2024
Belonging and Inclusion	EDI	OM	Board level commitment and capability	Develop a Board level vision for inclusive leadership and how this translates into the behaviour and decision making processes for the Board.	TBC	30/06/2024
Belonging and Inclusion	EDI	OPR	Develop and support network of cultural ambassadors	Embed the role of cultural ambassador in employee relations processes.	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.	30/06/2024
Belonging and Inclusion	EDI	OPR/LT/TB	Ensure accessible routes for staff to raise concerns	Scope and implement an anonymous reporting app for staff.	Anonymous reporting app in place, communicated to staff and in use.	30/06/2024
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.	30/06/2024
Belonging and Inclusion	EDI	OPR	Roll out of the Inclusive Leadership/Cultural Intelligence Prog - possible system approach	When the system programme has been delivered we will have a cohort of staff trained as change facilitators. We will be working with system partners on how we roll out this approach.	TBC	TBC
Belonging and Inclusion	EDI	OPR/LT	Understanding our workforce data	Seek to understand the concerns of staff who are white non-british and staff who identify as other under sexuality.	Focus groups completed and plans updated and communicated.	30/06/2024
Belonging and Inclusion	Policy and Procedure Programme	LT	Continue to develop the policy framework for addressing abuse, violence and aggression against staff and develop a training and communication programme to support implementation of the policy	Action plan on violence and aggression in the workplace - training for staff, anon reporting, continuing to encourage staff to report, line manager awareness and training.	Security arrangements improved. Provision of regular training for managers and staff. Clear communication for staff and patients/visitors on standards of behaviour expected. Effective reporting and monitoring mechanisms in place. Appropriate support available for staff.	31/12/2024
Belonging and Inclusion	R&R - Workstream 1 - EDI	CN/LB/OPR	Embed fair and inclusive recruitment processes and talent management strategies	Implement the "Dear CX letter" for Band 8a and above recruitment processes - improving accountability in the recruitment of senior posts through a process of chairs of panels providing a written report on the process they followed and the decision made. Implement an audit of band 7 and above recruitment processes on a rolling basis to ensure that the process used complies with Trust procedure and practices.	Improved accountability and transparency in recruitment processes. Improved career progression for staff from a BAME background and reduced disparity ratio for recruitment.	31/12/2024
Belonging and Inclusion	R&R - Workstream 1 - EDI	KP/OPR	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 which assesses clinical leadership skills and competencies alongside technical capabilities.	30/09/2024
Compassionate and Collective Culture	H&WB	LT	Financial Health	Continue to update and improve the financial wellbeing support and advice available to staff	A range of support options available for staff that are well publicised	30/06/2024

Compassionate and Collective Culture	H&WB	LT	Physical and Mental Health	Develop a suite of interventions to 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. This section of the tracker will be updated at the end of Q1 to include specific actions and outcomes.	30/06/2024
Compassionate and Collective Culture	H&WB	LHJ	Review of OH Model of Delivery	Working collaboratively with CUH - scope out the option for a campus collaborative with a shared governance arrangement.	Project scoped and options appraisal developed.	30/09/2024
Compassionate and Collective Culture	Leadership & Management Development (LMD)	CN/KP/JN	Develop "HR essentials" sessions for CDs and Clinical Leads on key aspects of good practice in clinical leadership.	In Development	In Development	30/09/2024
Compassionate and Collective Culture	Leadership & Management Development (LMD)	LHJ/CN/JN	Leadership Behaviour Framework	Develop a Trust leadership behaviour framework that describes the inclusive leadership behaviours that are leaders at RPH will be expected to demonstrate.	Engage with the Board and leaders across the organisation to build on the Trust's values and behaviour framework and national frameworks to develop a RPH leadership framework. Communicate this framework and build it into the Trust's appraisal process and talent management processes.	31/12/2024
Compassionate and Collective Culture	Leadership & Management Development (LMD)	LHJ/JN	Leadership Development	Working jointly with CUH to develop a Leadership Seminar (Ted Talk) Series - with an ambition to run 6 per annum.	Leadership "Ted" Talk Programme of Events in place.	30/09/2024
Compassionate and Collective Culture	Leadership & Management Development (LMD)	JN	Line management Development Programme	Deliver cohorts throughout 24/25 - training another 64 line managers. Expand the range of skills sessions attached to the programme (see line 7 below).	64 line managers completed the LMP. Improved Staff Survey feedback on line management and morale, reduced ER conflict case, better team work, reduced absence.	31/03/2025
Compassionate and Collective Culture	Leadership & Management Development (LMD)	JN	Line management Development Programme	i) Undertake a quantitative and qualitative review of the impact of the programme ii) undertake a review of current content iii) implement a process for approving new content and changes to programme content.	Assurance that the prog is delivering its objectives, identifying opportunities to improve, identifying gaps	30/06/2024
Compassionate and Collective Culture	Leadership & Management Development (LMD)	LT/JN	Line managers skills sessions	i) Develop and implement a comprehensive programme of skill sessions on key people management and HR processes and make available to all managers. ii) Map management roles and assign skills sessions as required learning.	programme of training available, better absence management, recruitment etc	31/03/2025
Compassionate and Collective Culture	Leadership & Management Development (LMD)	CN/KP/JN	Medical Leadership Programme - Kings Fund. Speak to Ian	In Development	In Development	
Compassionate and Collective Culture	Policy and Procedure	LHJ/CN/LT	Embedding a just culture	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.	30/06/2024
Compassionate and Collective Culture	Policy and Procedure	LT	Safe Working Environment	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.	30/06/2024
Compassionate and Collective Culture	Team Development	JN	Team management development	Develop and implement a programme designed to develop high performing teams with excellent cohesion, compassion and collaboration. Core to the development will be EDI and addressing behaviour, civility	Team management development programme scoped out, designed and delivery commenced. Impact assessment to take place 6 months after implementation	30/09/2024
Developing the workforce	Automated Systems Programme	BQ	Procure and implement a Learning Management System (LMS)	Procure and implement a new LMS	A new LMS procured and in use across the Trust.	31/03/2025

Developing the workforce	H&WB	LT/NP	Widen access to flexible working	Ensure that the flexible working procedure is updated in line with new legislation, develop and provide training for managers, identify areas with lower reported access to flexible and develop targeted and consistent approach. Improve recording and reporting of flexible working requests and agreements.	New flexible working strategy is in place New policy and practice and training in place for managers	30/06/2024
Developing the workforce	R&R - Workstream 2 - Pathways	LHJ/LR	Address the development needs of RNs and HCSWs	Developing a methodology for mapping nursing careers and piloting in one speciality.	Career pathways mapped with training intervention developed and communication materials in place and widely communicated	30/09/2024
Developing the workforce	R&R - Workstream 2 - Pathways	LHJ/LR	Career pathways programme	Develop a methodology for describing career/development pathways within the organisation and create material that describes an initial 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	30/09/2024
Developing the workforce	R&R - Workstream 2 - Talent	LHJ	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 managers are trained to use it and have incorporated it into their appraisal practice with succession plans drawn from the learning.	31/12/2024
Developing the workforce	R&R - Workstream 2 - Talent	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 managers to use as part of the appraisal process	30/09/2024
Developing the workforce	R&R Workstream 5 - Widening Access	JL	Provide high quality training experience/placements and supervision, mentoring and support	Increase the range of HEIs we provide nursing and AHP placements for	We are engaging with new HEI providers that haven't work with us previously and they are providing placements to RPH	31/03/2025
Developing the workforce	R&R Workstream 5 - Widening Access	LHJ	Widening access	Develop an apprenticeship strategy	Apprenticeship strategy in place	30/09/2024
Efficient and effective workforce processes	Automated Systems Programme	AR	Better utilisation of ESR functionality eg recording flexible working, applicant onboarding,	Development and implementation of small projects to maximise ESR functionality including i) recording of flexible working, ii) applicant dashboard iii) exit interviews iv) system automations	ESR being used to recording and report on flexible working. New applicant dashboard made available and in use. Data from exit interviews collected and reported on (this may be using another system rather than ESR but the action remains); Operational efficiencies achieved through the automation of routine processes (e.g reporting).	31/03/2025
Efficient and effective workforce processes	Automated Systems Programme	LB	Development of the recruitment system	Develop and implement Talent Bank functionality	Talent Bank functionality in place. All recruitment services fully utilising Oleo functionality. Time to hire improved. Onboarding experience for new starters is positive.	30/09/2024
Efficient and effective workforce processes	Automated Systems Programme	KP/AR	Explore the business case and support for introducing electronic rostering for medical staff.	Working with the COO'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.	31/03/2025
Efficient and effective workforce processes	Automated Systems Programme	BQ	Improving systems and access to education and development.	Undertake a review of the education and learning areas of the intranet with the aim to consolidate material into one coherent learning and development space that links to the new LMS.	Intranet updated so that all learning and development options are available in one place, intuitive to navigate and linked to the new LMS system when implemented.	31/03/2025
Efficient and effective workforce processes	Automated Systems Programme	AR	Progression of ESR self-service	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.	31/03/2025
Efficient and effective workforce processes	Automated Systems Programme	AR	Roll out of Healthroster Loop functionality to support employee self service	Scoping project and roll out implementation.	Healthroster Loop implemented to replace Employee online (EOL)	31/12/2024
Efficient and effective workforce processes	Pay	CN/LT	Review and strengthen capacity for Job Evaluation	Complete a self assessment of current Job Evaluation processes and capacity. Develop options for increasing capacity. Explore whether there are opportunities to develop joint working with system partners.	Capacity and plans in place to manage release of revised Nursing profiles and support the development of Career Pathways.	30/06/2024

Efficient and effective workforce processes	Policy and Procedure Programme	LT	Review of key procedures and policies to ensure with Values and Behaviours/just culture	Review and update: DAW procedure Grievance procedure Disciplinary Procedure, Medical Recruitment Procedure, Special Leave arrangements.	Policies updated, signed off and implemented	31/12/2024
Efficient and effective workforce processes	R&R - BAU	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	30/09/2024
Efficient and effective workforce processes	R&R - Workstream 3 - Appraisals	CN/ET	Provide high quality appraisal experience for staff	Develop a suite of tools to improve the quality of the appraisal process for staff.	In Development - will include introduction of an appraisal cycle, regular quarterly reviews, auditing of appraisals, managers training.	30/09/2024
Efficient and effective workforce processes	R&R - Workstream 4 - Data	AR/BP'S	Improve the provision of key workforce data to divisions/directorates	Providing bimonthly data on key workforce metrics to Divisions/Directorates. Provide quarterly data on ER cases to Divisions/Directorates	Managers received reports quarterly and use this to drive improvements in workforce management and planning.	30/06/2024
Efficient and effective workforce processes	R&R - Workstream 4 - Data	CN/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	30/06/2024
Growing the Workforce	H&WB	LT/BQ	Ensure that staff have access to retirement planning advice and support	Provide a regular training schedule for staff to access.	Training in place and marketed effectively to staff.	30/06/2024
Growing the Workforce	R&R - BAU	CN/KP	Review our contractual arrangements for Locally Employed Doctors	Ensure that we providing appropriate terms and training for LED.	Terms and conditions and training programmes for LED's is in place and utilised.	30/06/2024
Growing the Workforce	R&R Workstream 5 - Widening Access	LHJ	Widening access	Recruit a cohort of nursing associates	A cohort of nursing associates have been recruited	31/03/2025
Growing the Workforce	R&R Workstream 5 - Widening Access	LHJ	Widening access	Implement a apprentice and widening access strategy. We are waiting for clarification of NHSE plans for increasing apprenticeships including funding arrangements.	A strategy for widening access is developed to complement and expand the ambitions of the workforce strategy	TBC
Growing the Workforce	R&R Workstream 5 - Widening Access	LHJ	Widening access	Recruit a cohort of nurse apprentices	A cohort of nursing apprentices has been recruited	31/03/2025
Growing the Workforce	R&R Workstream 5 - Widening Access	LHJ	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.	31/03/2025
Growing the Workforce	R&R Workstream 6 - Flexible Working	CN/ET	Flexible Working	Ensuring our staff are able to manage their worklife balance effectively and that flexible working is embraced by all services.	Update Flexible Working Policy Provide Training for Managers Implement monitoring and review processes Establish Reporting Mechanism for reports to workforce committee	31/03/2025
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.	Ongoing
Working with partners	System working	LHJ	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