



North East London
Cancer Alliance

Workforce Strategy Five Year Action Plan

Five Year Action Plan

1. Grow and diversify the cancer workforce pipeline

- a. “Grow your own” and local recruitment schemes, apprenticeships and outreach to North East London communities.
- b. Ethical international recruitment with strong support and progression into cancer specialisms; ability over the five years to refocus recruitment on more local recruitment and less international.
- c. Expanded training capacity and educator roles aligned with the Long-Term Workforce Plan (LTWP) and ACCEND.

2. Redesign roles and teams across the whole cancer pathway

- a. Skill-mix and advanced practice in diagnostics, treatment and survivorship.
- b. New roles in navigation, community outreach, digital/remote monitoring and inequalities programmes.
- c. Team-based models that avoid single-handed posts and enable cross-organisational working.

3. Retain, support and develop staff

- a. Systematic retention programme: workload, flexible working, wellbeing, supervision, and inclusive leadership.
- b. Clear, visible career pathways (clinical, academic, leadership, digital) for all staff groups.
- c. Embedding digital, AI and sustainability competencies into ongoing professional development.

4. Strengthen system-level workforce intelligence and governance

- a. Dedicated North East London Cancer Alliance workforce planning and analytics function with robust data-sharing across the ICS.
- b. Governance frameworks for new roles, AI, cross-provider employment and information-sharing.
- c. Continuous evaluation of workforce changes against inequalities, quality, performance and staff experience metrics.

Reshape and Diversify the Cancer Workforce Pipeline

NELCA/System-wide action plan

- Map and gap the AHP Workforce by profession and intervention across the cancer pathway to identify opportunities for improved therapeutic interventions.
- Cost a plan for addressing the ‘structural deficit’ in specific professional roles, build the case for addressing this gap over time.
- Develop “Grow your own” and local recruitment schemes, apprenticeships and outreach to NEL communities to encourage entry level roles.
- Ethical international recruitment with structured support and progression into cancer specialisms.
- Expanded training capacity and educator roles aligned with the NHS Long Term Workforce Plan and ACCEND.
- Work with Barts to extend the medical oncology trainee scheme across the NEL system.

Service or Trust level plans

- Develop targeted recruitment pipelines from under-represented and underserved communities.
- Create a costed plan to secure national workforce expansion funding aligned to LTWP priorities.
- Position NELCA as a “destination employer” (rotations, academic links, flexible roles).
- Expand apprenticeship pathways into cancer support worker, assistant practitioner and advanced practitioner roles.
- Build future workforce modelling for new diagnostics and genomic screening expansion.

Redesign Roles and Teams Across the Whole Cancer Pathway

NELCA/System-wide action plan

- Develop advanced practice role expansion across diagnostics, treatment and survivorship (Nursing and AHP).
- Once the neighbourhood hub model is clearer, introduce new roles in navigation, community outreach, digital/remote monitoring and inequalities programmes.
- Work with the ICB to understand the implications of primary care workforce shortages on support for the cancer pathway; address key gaps.
- Shift over time to team-based models that avoid single-handed posts and enable cross-organisational working.

Service or Trust level plans

- Redesign roles to support home-based care, virtual wards and remote monitoring models.
- Develop supporting roles for personalised care and stratified follow-up models.
- Build educator/supervisor capacity to support rapid skills-mix change.
- Plan and implement skill-mix to support AI-enabled diagnostics, digital pathology and genomics workflows.
- Create sustainable advanced and consultant-level non-medical specialist roles.

Retain, Support and Develop Staff

NELCA/System-wide action plan

- Implement a systematic retention programme including identifying opportunities for retaining staff within NEL – including rotations, secondments, work shadowing, shared information on opportunities.
- Introduce visible and structured career pathways for all staff groups (using the ACCEND framework or other agreed national plans).
- Embed digital, AI, and sustainability competencies into professional development.

Service or Trust level plans

- Retention initiatives including workload, flexible working, wellbeing and inclusive leadership.
- Protect time and resourcing for digital, AI and genomic upskilling.
- Implement “just culture”, anti-bullying and equality programmes to address disproportionate attrition.
- Create targeted leadership programmes to improve equity and representation in senior roles.
- Provide psychological and peer support structures to address burnout and workforce stress.
- Reduce reliance on agency staffing through conversion of temporary roles to substantive appointments.
- Develop mentorship and academic pathways (clinical research, consultant development routes).

Strengthen System-Level Workforce Intelligence and Governance

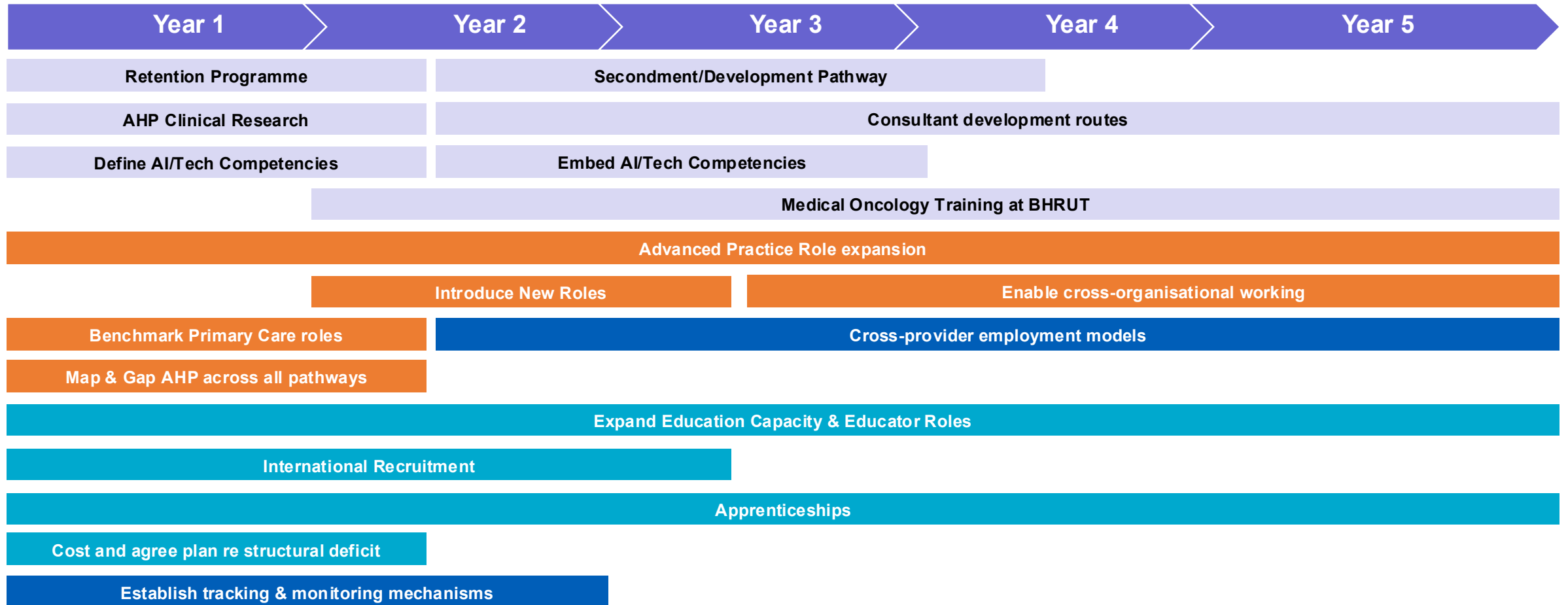
NELCA/System-wide action plan

- Introduce governance frameworks for new roles, AI, cross-provider employment and information sharing.
- Develop formal cross-provider employment models (shared rotas, joint posts, ICS-wide career frameworks).
- Set up system-wide monitoring of progress against the strategic workforce plan and agree responsibilities for maintaining tracking, action log etc.
- Conduct continuous evaluation of workforce change against equity, quality, performance and staff experience metrics.

Service or Trust level plans

- Build workforce data dashboards aligned with real-time pathway monitoring and FDP/Cancer 360.
- Integrate legal and HR frameworks early for remote and cross-boundary clinical roles.
- Align operational workforce planning with medium-term financial planning and national standards.
- Create climate-resilient workforce contingency plans for heatwaves, travel disruption and infrastructure failure.

Timeline



Key/Theme:

