



develop



attract



support

ANNUAL
REPORT | 2024

WELCOME
TO OUR 2024/25
ANNUAL REPORT

Looking at the impact of our seven years of growth serving as the Workforce and Training department for general practice, it is hard to believe that the Training Hub is such a new invention, now so indispensable to our large workforce, employed by 87 GP practices, providing the front door to the NHS.

In this annual report, we are proud to share details of our programmes of work, delivered by our expert team, who also represent the needs of general practice workforce, training and development in system workforce groups across our ICB.

Jo Oldfield



JO OLDFIELD
Training Hub Manager



DR KATIE KELLER, GP
Training Hub Clinical Lead



KATHRYN CALEY, RGN
Training Hub Nurse Lead

OUR VISION
& VALUES

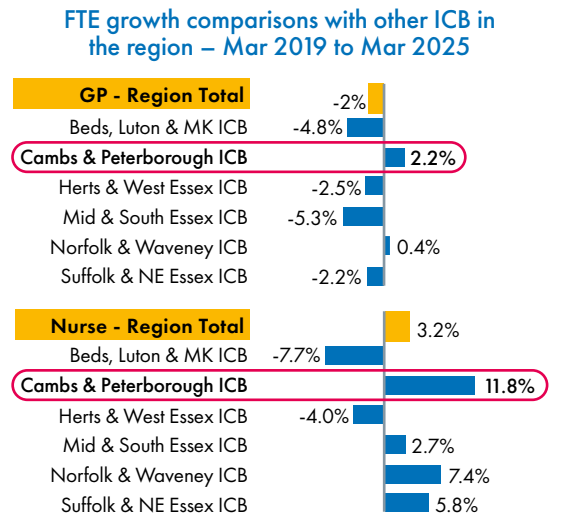
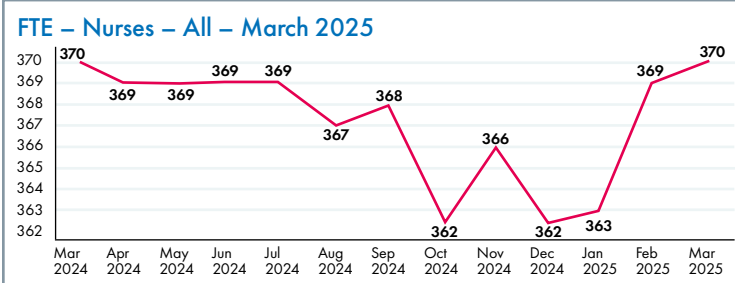
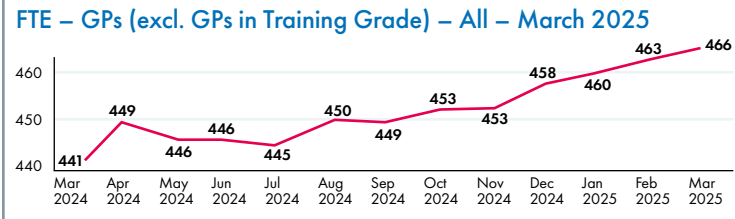
Our vision is to attract, develop and support our general practice workforce, enabling them to provide high quality care to our patients.



OUR
SUCCESS

Over the last 5 years we have reversed the local trend, and our GP and nursing workforce has seen the biggest growth with the youngest age profile in the region.

With our focus on the whole workforce and whole team support, from induction to retirement, and with a special focus on learners and educators, we are supporting the workforce as they adapt to deliver modern general practice.



Age 55+ percentage comparisons with other ICB in region

	GP	Nurse
Region Total	23.7%	36.7%
Bedfordshire & Luton ICB	26.7%	37.0%
Cambs & Peterborough ICB	17.7%	33.7%
Herts & West Essex	20.7%	39.1%
Mid & South Essex	30.0%	38.6%
Norfolk & Waveney	24.2%	34.8%
Suffolk & NE Essex	25.6%	37.7%

Cambridgeshire & Peterborough

GP workforce

- Growth in both headcount & FTE
- Youngest age profile in region

Nursing workforce

- Growth in both headcount & FTE
- One of the youngest age profiles in region

(Data source: NWRS Data March 2025 - GP Workforce Dashboard)

OUR FINANCE

The core functions of the Training Hub are funded through our contract with NHS England (NHSE). We secure additional income for programmes of work commissioned by partner organisations.

Funding is often non-recurrent, creating an insecure income stream from year to year. To maintain momentum, continue delivery and embed successful programmes, it is important we focus on budgeting across financial years, managing costs and seeking efficiencies to create a financial safety net.

Funding carried forward at year end includes deferred income and committed expenditure. Robust financial management enables us to provide continuity of service provision and manage cash flow until in-year funding is received, and new funding streams are secured.

2024/25 was another challenging financial year but prudent financial management has enabled us to sustain and maintain our service.

OUR GOVERNANCE

Cambridgeshire & Peterborough Training Hub (CPTH) is governed by a stakeholder Steering Group where programmes of work are scrutinised, discussed, reviewed and approved. CPTH is hosted by Greater Peterborough Network (GPN).



SYSTEM
PARTNERSHIP

In 2024/25 we continued to work with system partners, representing general practice workforce training and development needs within the Integrated Care System.

This includes attending the ICS People Board, People team and Enabling groups, and supporting ICS led initiatives, such as the 2-day careers expo in March 2025.

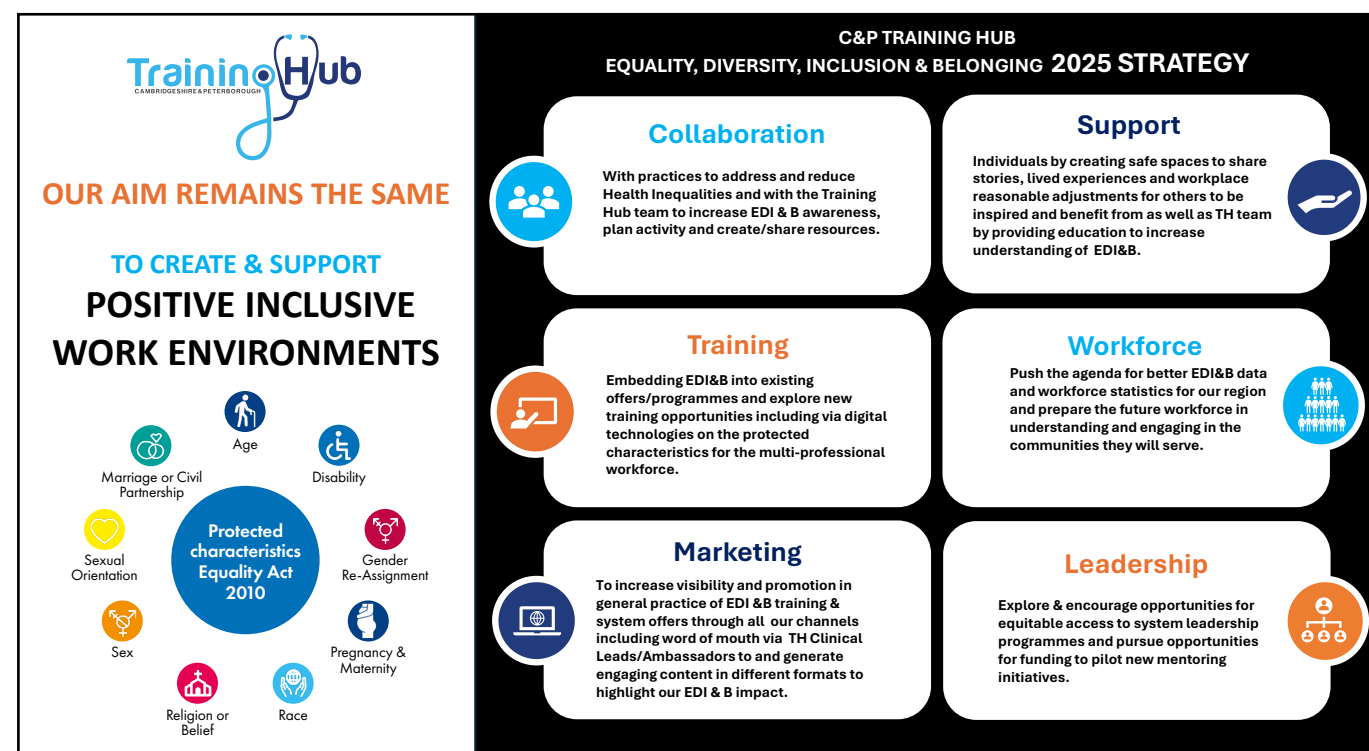
OUR 2024/25 IMPACT

EQUALITY, DIVERSITY & INCLUSION (EDI)

Throughout 2024/25 we have hosted and delivered training on EDI topics and launched new initiatives to support the six areas of strategic focus we set out in our strategy. Highlights include:

- 01** Introduced a staff led initiative **'See Me First'** to show our commitment to promoting EDI by making pledges, which we hope will also inspire others throughout general practice.
- 02** Working with the LGBT Foundation to deliver a 12-month funded pilot of **Pride in Practice** for 10 practices in Cambridgeshire & Peterborough.
- 03** The **'Support to Settle'** project, led by one of our Education Fellows, has introduced a new web page to help those relocating to C&P from elsewhere in the UK or internationally.
- 04** Developed an **EDI & B/Health Inequalities Awareness Calendar** to support Training Hub staff in planning education and training, linking to our social media activity.
- 05** Created a dedicated space for staff to share useful resources and a **Safe Education Spaces guide** to help our clinical educators in supporting all learners to feel comfortable.

Our updated equality, diversity & inclusion strategy for 2025



720
attendees at EDI related events organised and hosted by CPTH

69
partner events supported and promoted

59
staff from 2 practices completed Pride in Practice training

QUALITY & EXPANSION

As the local delivery arm of NHS England's workforce and training department, we are tasked with the quality assurance of general practice learning environments and expanding placement capacity.

Through training clinical educators and a systematic audit of our educators and learning environments, we support our teams to meet GMC regulated standards.

QUALITY ASSURANCE PROCESS

We ensure our clinical educators are trained, supported and meet the standards required.

79
Approved learning organisations

4
New this year

PCN EDUCATION & WORKFORCE

Project Aim: Each PCN lead will work closely with the Training Hub to dedicate time to developing and future-proofing their workforce and learning environments.

With 89 very different practices, we are supporting those leading the workforce, education and training challenges at a local level, bringing our workforce and education leads together through regular leadership development and collaboration workshops.

100%
rated our recruitment & retention session excellent/good

Good group of experts in their fields able to interact and respond to the group discussions. A good format.



265
GP/ACP
EDUCATORS

SUPPORTING FUTURE EDUCATORS

With increasing numbers of learners spending more time in general practice, we have again exceeded our new educator goals, delivering three cohorts of our successful blended regional training programme for new GP and ACP educators.

49
NEW THIS YEAR

The educator training went really well, very practical. Everybody was friendly. I have already started to put it in practice.

Jose Codero ACP Educator in Cambridgeshire & Peterborough, cohort 6 (2025)

The new educators include many international graduates who bring unique experience and skills to support our increasingly diverse cohort of GP trainees.

Our educator peer group provides a safe space to increase the knowledge, skills and confidence of those in their first year as an Educator.

INSPIRING OUR FUTURE WORKFORCE

Creating opportunities for pre-registration students in general practice ensures the future generation understand the careers open to them and builds a pipeline of talent for the future. Maximising our use of apprenticeships and enabling direct entry students ensures we can support a wide range of learners.

APPRENTICESHIPS

In 2024/25 we have doubled our levy transfer from system partners, bringing in **£360,000** of funding for general practice employers to support staff to access:

- 13 Advanced Clinical Practitioner (Integrated Degree) apprenticeships
- 4 Nursing Associate apprenticeships
- 2 Registered Nurse Degree apprenticeships
- 9 Non-clinical apprenticeships including Business Admin, Coaching and Mentoring, Senior Leaders and Chartered Manager

We secured **£132,000** of additional funds on behalf of practices, enabling delivery of 4 Pre-registration Trainee Pharmacy Technician (PTPT) apprenticeships, expanding the traditional workforce with new roles.

SUMMER PHARMACY STUDENT PLACEMENTS

Pharmacy students in their 2nd or 3rd year are offered a paid 6-week placement in a host practice, mentored by experienced Clinical Pharmacists. The students really enjoy the early experience of working within a multi-disciplinary team. We have supported **20 students** since the programme started. Engagement continues to develop, seeing a number of new practices take up the opportunity to host students, some of whom have returned to their host practice to support during holiday periods. Another success has been supporting previous students to return as Student Advisors to support and mentor new cohorts while on placement.

STUDENT NURSES

Our blended student placement model continues to be delivered by our team of dedicated Clinical Educators. The focus this year has been to improve the online experience for the students through the development of fresh, interactive learning resources tailored to the primary Care environment using the Rise 360 learning platform.

“Best placement so far, I’m so glad I got to experience general practice.”

We supported **58 student nurses (376 placement weeks)** in 2024/25. In February 2025 we successfully piloted a Mental Health pathway student placement and hosted our first cohort of students on the Community and Primary Care destination pathway.

ADVANCED PRACTICE

The Advanced Practice (AP) Training Programme is now well established in Cambridgeshire & Peterborough. Each year we support up to 15 candidates to start the 3-year academic programme of study.

13
ADVANCED
PRACTITIONER
EDUCATORS

37
TRAINEES (tAPs)
22 Nurse
12 Paramedic
3 Pharmacist

112
ADVANCED
PRACTITIONERS
(APs)
92 Nurse
16 Paramedic
4 Pharmacist

CPTH provides wraparound support for the Trainee APs through monthly AP Forums, Masterclass events, funded CPD opportunities and a Supervision Grant paid to their employer. In January 2025, we introduced bimonthly Group Clinical Supervision for new cohorts. Existing Trainees can request Clinical Supervision as required. To ensure high quality supervision and expand capacity to support Trainee APs, we have integrated the training and approval of AP Educators into our GP Educator programme.

WORKFORCE RETENTION

To support staff retention, CPTH delivers a range of programmes that include preceptorship and fellowship schemes for newly qualified or new into general practice workforce, pastoral support and education, training and development.

GENERAL PRACTICE FELLOWSHIP FOR NEWLY QUALIFIED GPs & NURSES

Our well-loved fellowship programme has continued, and expanded, with our ICB commissioning us to deliver a local extension to the NHSE national programme. Our GPs and nurses tell us they feel more confident and less isolated, helping them to settle and stay in the workforce. Our statistics tell us that our workforce is growing.



“Without the fellowship I would have applied for a different job soon after starting in this change in career path.”

GENERAL PRACTICE TRANSITION PRECEPTORSHIP

11 Nurses participated in our 1-year programme for nurses moving into general practice from other parts of the NHS. At year end, 7 Transition Fellows completed their Fellowship. All are remaining in general practice.

“I would like to thank you and your team for the help you have given - it would have been even more difficult on our own. It is great to have you to go to for advice and support.” (Practice Manager)

GP DEVELOPMENT FUNDING

24 GPs participated in leadership/management programmes. QI upscale grants, leadership grants, and mid-career grants help GPs enhance their skills, diversify their work, and improve job satisfaction, leading to a more skilled workforce and better retention.

“Through this I will be retained to GP, without it I may not have had the confidence to return.”

RETURN TO PRACTICE ENHANCED INDUCTION

Return to Practice supports GPs who have been out of the workforce with 1:1 support from our GP retention lead and reintegration into practice, including a 2-week placement to regain skills and confidence.

COACHING, MENTORING AND SUPPORT

We provide individual 1:1 mentoring and expert group facilitation. We also continue to offer facilitated peer support, hosting AHP, nursing and GP peer groups which are open to all and signposting additional 1:1 support or career development through our education offers, including an Enhanced Return to Practice Induction for experienced clinicians at a turning point in their careers.

Our active First 5 groups have 275 local GP members and provide monthly meetings, WhatsApp groups, 1:1 conversations, and First 5-specific education.

“Coaching is one of the reasons I am still in this profession and has given me the confidence and motivation to move job and remain a GP (in Cambridge). It's been one of the best decisions I have made during this phase of my life.

332

1:1 mentoring sessions delivered in 2024/25

11 CPTH GP COACHES

We have upskilled many local GPs to be able to offer professional peer career coaching and mentoring, to support, develop and retain skilled GPs. We have 10 more in training to increase our capacity to deliver in 2025/26.

3 NON-CLINICAL MENTORS

We offer specialised coaching and mentoring for Practice Managers and non-clinical members of the team. In 2024/25 we also delivered a Health and Well-being coaching supervision pilot for 6 health and well-being coaches.

8 PROFESSIONAL NURSE ADVOCATES

The team have:

- Delivered **53** Restorative Clinical supervision sessions
- Had **24** Career Conversations
- Supported **13** Quality Improvement Projects

WELCOME TO C&P

Our annual half day conference for ST3s with 3 local VTS is a key opportunity to support and retain newly qualified GPs as they transition into roles, build networks, access jobs, plan CPD, and connect with local bodies like the LMC.

The day showcases the benefits of being a GP in C&P and alongside peer groups and Fellowships, supports and develops newly qualified GPs.

“I have a much better understanding of the practicalities of what comes next so that I can go into my first year of work as a GP in a more organised way.

“Supervision has really helped to support me transition into my role as a practice nurse. It is a neutral space to express my concerns, and I value it greatly.

LEADERSHIP & MANAGEMENT

The Training Hub enables general practice colleagues to access the many leadership training opportunities available. Through active and targeted promotion, we have supported delegates to participate in a range of programmes including:

- **Next Gen** (an inspirational early career development programme)
- **Leading Beyond Boundaries**
- **Springboard**
- **Mary Seacole**
- **Edward Jenner**
- **Stepping Up** and **Ready Now** for BAME communities
- **PCN Education & Workforce leads**

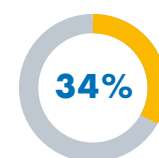
EDUCATION & TRAINING

C&P Training Hub has delegated responsibility to manage a range of training and development budgets.

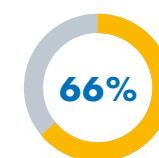
- **Our professional and subject area specialists** source and commission at scale a rolling programme of training and education events for the whole general practice workforce.
- **Our programme of education events** is promoted via the website and other communication channels including professional networks and forums.
- **Our New to General Practice Induction** introduces new staff to the range of training and development opportunities available for their specific role.
- **Our monthly newsletter** signposts existing staff to the current training offers available to book via our website.



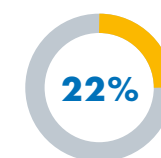
NEW TO GENERAL PRACTICE INDUCTION PROGRAMME



Clinical roles



Non-clinical roles



New roles (ARRS)

Our 2-day bimonthly **New to General Practice Induction** is for all staff new to general practice. It provides a consistent, comprehensive introduction to working in NHS primary care together with signposting to role specific development opportunities and support beyond induction. Since the programme commenced, we have supported **596 new staff** to gain a better understanding of the general practice environment.

CPD FUNDING

We manage the **Continuing Professional Development (CPD)** funding allocation for nurses and AHPs working in general practice.

Our courses and education events are commissioned to meet the training needs of the workforce based on historical demand, feedback from peer networks, an annual training needs survey and forward planning based on predicted workforce requirements.

Additionally, clinicians are allocated funding for accredited modules of study where it is relevant to their role and they have employer support.

73

staff from

37

Practices attended our New to General Practice Induction programme



98

courses commissioned with some delivered over multiple cohorts

255

Nurses and AHPs have accessed training paid for with CPD funding

30

role specific training events for admin & clerical staff, with 485 attendees



GP & ACP EDUCATION

The GP & ACP Education Programme offers a balanced schedule of monthly evening sessions delivered by local educators.



“ I truly enjoy these evening sessions which provide an update on very important topics.

PROTECTED LEARNING TIME (PLT)

We delivered 5 high-quality multi professional education modules during PLT sessions, focusing on inclusion health and related issues. The live webinars, available as recordings, accompanied by MDT learner packs for in-practice use, have made this resource valuable and accessible to all general practice staff across Cambridgeshire & Peterborough.

Each topic was led by a local GP specialist delivering a live webinar, with access to bespoke discussion guides and resources to help practices or PCNs facilitate a group learning session.



ANNUAL TRAINING HUB CONFERENCE

The theme for our 2024/25 conference was **Health Equity: Making a Difference.**

This one-day event provided a showcase for the incredible working happening across the county to reduce healthcare inequalities. Our two keynote speakers were **Dr Jessica Randall-Carrick** who set the scene in a thought-provoking address and **Dr Nighat Arif** who challenged our assumptions regarding women's health in marginalised communities.



CLINICAL SKILLS

Clinical skills programmes, including our flagship primary care training programme for sexual and reproductive health and the dermatology mentoring programme, meet the need of patients, community services and clinicians continuing their professional development in meaningful ways.

56 GPs took part in our Dermatology clinical skills programme in 2024/25.

100% of survey respondents rated their experience as 'excellent'.

“ I love these PLT sessions, thank you so much! More work to do on thinking how to implement real change locally.

The Training Hub has played a pivotal role in enabling the progression and retention of the primary care workforce across Cambridgeshire & Peterborough. Our annual report clearly evidences the value of prioritising workforce development, illustrating without doubt that collective investment in the skills of staff is central to shaping a workforce fit for the future.

Although we still await the revision of the NHS long term plan, we know that primary care is front and centre of the 'big three' shifts – moving care from hospital to community, analogue to digital and treatment to prevention.

We will develop a strategic plan to work alongside these emergent priorities over the summer months, knowing that agility and responsiveness are at the core of our success so far.

As we move forward, we will not lose sight of our unique strengths and the things that make the Training Hub a key enabler in system workforce change including:

✓ The high value we place on our relationships and networks

The work we do with our stakeholders fosters collaboration, reduces duplication and drives efficiencies through the mindful allocation of resources. These things ensure high quality experiences for those who use and connect with our services as well as the continuous development of a highly skilled multi-disciplinary workforce.

✓ Our commitment to meeting the diverse needs of our workforce, actively role modelling an NHS where everyone feels they belong

We identify and mitigate systemic barriers to accessing opportunities for training and education, as well as directly contributing to reducing health inequalities through targeted training and education.

✓ Providing quality placements and opportunities for growth

With a holistic view, we work with our accredited learning organisations and HEIs to develop innovative blended placements, increase educator capacity in the workplace and support educational communities of practice. We ensure GP employers have the latest information and access to apprenticeship expertise and funding, improving a sustainable skill mix with best practice training, education and supervision.

THE YEAR AHEAD



Looking ahead, our strategic aims will focus on:

- **Workforce planning** supporting the expansion of the primary care workforce, and the delivery of place-based population focused care.
- **Fostering integration and collaboration** across Primary Care Networks and Integrated Neighbourhood Teams.
- **Driving innovation and sustainability** in workforce development.
- **Co-designing training priorities**, ensuring community needs drive workforce development.



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