

STRATEGIC PUBLIC HEALTH WORKFORCE ACTION PLAN (MIDLANDS)

Refreshed plan 2025 – 26

08.04.25

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Context

- The Midlands PH Workforce Strategy 2023 – 2026* and underpinning action plan was developed collaboratively with system partners late 2022
- Overall, there has been good progress on key actions
- This progress, combined with a change of government, and opportunities inherent in national strategic approaches (potential NHS Longterm Workforce Plan refresh, 10 Year Health Plan, the government's 3 shifts**, securing regional ADPH representation on the PH Workforce Collaborative) prompted a further, deep dive review of the action plan by the Board to ensure best use of the Board's collective expertise and capacity against key PH workforce priorities 2025 – 26
- Actions captured in slides 8-13 broadly map to the strategic national priorities described above

*The strategy will cover the period 2023 – 26 with annual review and prioritisation. Prioritisation will additionally happen in year as required, for example to align with national strategy/policy developments, and DHSC-NHSE integration.

** shift 1: moving more care from hospitals to communities.

shift 2: making better use of technology in health and care.

shift 3: focusing on preventing sickness, not just treating it.

Our Vision

- We will work collaboratively as a Midlands Public Health system to build the capacity and capability of the core* Public Health Workforce, enabling individuals and organisations to effectively improve, promote and protect the public's health and reduce health inequalities in our local communities.

Our aim is to:

- bring system partners together to maximise innovation, knowledge sharing, skills and capacity
- build the capacity and capability of the core Public Health Workforce
- provide a platform for advocacy and to lobby for funding for public health workforce development
- champion movement around the system
- promote an equitable, diverse and inclusive public health workforce that better represents the communities we serve

**In recognition of the need to prioritise activity against key risks and issues, Board members agreed that the action plan should primarily focus on the core PH workforce, defined predominantly - but not exclusively - as: PH Specialists / Consultants, Practitioners both registered & unregistered; Advanced PH Practitioners; School Nurses, Health Visitors, linking across to the wider PH workforce where this is agreed by the Board to be of mutual benefit.*

Principles: How we will work together

- Create shared objectives where the sum of the whole is greater than the parts
- Ensure clarity on interdependencies and linkages with other strategies, policies, and/or wider governmental priorities
- Being solution and outcome focused
- Ensuring clarity around organisational roles and responsibilities in delivery of the action plan
- Developing clear governance processes
- Identifying dedicated resource
- Sharing knowledge, avoiding duplication
- Encouraging and facilitating innovation
- Embed equality and diversity in all we do

Measures of success

- The collective Board ambition is to measure progress and outcomes to ensure headway on the PH workforce issues that are most relevant to the Midlands system. This will be achieved through the OHID Midlands team's system stewardship role in the following activities:
 - *Coordinating regular progress updates on action plan deliverables at Board meetings*
 - *Identifying quantitative metrics, e.g. funding income, number of apprenticeships*
 - *Seeking feedback, e.g. where progress has stalled, or where external events might indicate the need to reprioritise*
 - *Coordinating an annual 'look back, look forward' exercise to collate Board feedback and refine the following year's priority actions*
 - *Creating mechanisms to learn and share with other regional PH workforce boards where appropriate and useful.*

Explainer: Organisational / individual roles and responsibilities in delivering actions

- The RACI (Responsible, Accountable, Consulted, Informed*) framework has been utilised to ascribe Board roles and interface with other Midlands' stakeholders in delivering this plan
- The RACI framework assigns specific roles and responsibilities to stakeholders involved in a project or process

** Responsible: The organisation performing the task or activity*

Accountable: The organisation/person ultimately accountable for the success or failure of the task / with authority to make decisions

Consulted: Those who provide input

Informed: Those who need to be updated on progress

OBJECTIVE	ACTIONS	RESPONSIBLE The organisation performing the task or activity	ACCOUNTABLE The organisation/person ultimately accountable for the success or failure of the task / with authority to make decisions	CONSULTED	INFORMED
1. Maintain system-wide engagement in WT&E funded PH workforce programmes	1a. Promote & roll out 2025 – 26 apprenticeship salary support programme with Midlands PH employers	1a. OHID Midlands	WT&E Midlands	1a. PH employers, the Board	1a. PH employers, the Board
	1b. Evaluate impact of L6 PHP apprenticeships funded via WT&E. Identify potential for apprenticeship levy transfers to VCSE organisations	1b. OHID Midlands	1b. WT&E Midlands	1b. PH employers, the Board	1b. PH employers, the Board
	1c. Collaborate with WT&E around the Population Health Fellows programme. E.g. involvement in recruitment process; agree project suggestions	1c. DsPH and teams, OHID, Heads of School, other Board members	1c. WT&E Midlands	1c. The Board	1c. The Board; other Midlands PH stakeholders

OBJECTIVE	ACTIONS	RESPONSIBLE The organisation performing the task or activity	ACCOUNTABLE The organisation/person ultimately accountable for the success or failure of the task / with authority to make decisions	CONSULTED	INFORMED
2. Continued development and rollout of workforce data and planning approach for the Midlands PH workforce	2a. Pilot test approaches with partner organisations inc LAs, UKHSA, NHSE	2a, 2b, 2c, 2d. OHID	2a, 2b, 2c, 2d. OHID	2a, 2b, 2c. PH employers, Board	2a, 2b, 2c. PH employers, Board, WT&E Midlands and national teams, devolved nations, England regions
	2b. Produce and disseminate final report and dissemination	See above	See above	See above	
	2c. Rollout of final approach following pilot to Midlands PH employers	See above	See above	See above	See above
	2d. Input of outputs/ learning into 2025 WT&E Capacity Review	See above	See above	2d. WT&E	2d. Board
	2e. Feed in additional activity to this action plan for any specific skills gaps surfaced, e.g. Research & Development	2e. Board	2e. Board	2e. Board	2e. PH employers
	2f. Rapid development of a report that identifies which organisations employ PH Consultants / Specialists and the forecast level of	2f. Board: potentially via an SpR	2f. Board	2f. PH employers	2f. PH employers, OHID national team, OHID regions

OBJECTIVE	ACTIONS	RESPONSIBLE The organisation performing the task or activity	ACCOUNTABLE The organisation/person ultimately accountable for the success or failure of the task / with authority to make decisions	CONSULTED	INFORMED
3. Deliver Specialist Portfolio support programme	3a. Secure Sector Led Improvement funding (OHID with EM and WM DsPH & SLI leads)	3a. OHID	3a. OHID	3a. DsPH East & West Midlands; Task and Finish Group	3a. PH employers, OHID regions and national team
	3b. Re-commission provider to deliver support	3b. OHID	3b. OHID	3b. DsPH East & West Midlands	Provider
	3c. Via programme participants and the Task & Finish group, assess if any additional (i.e. over and above 121 support from provider) should be funded	3c. OHID	3c. OHID	3c. Programme participants, T&F group	3c. DsPH East and West Midlands
	3d. Continue to build sustainable ‘grow our own’ approaches via developing mentorship programme	3d. OHID	3d. OHID	3d. DsPH East & West Midlands; other PH stakeholders; PH Consultants; T&F group; UKPHR; Board	3d. OHID regions; devolved nations
	3e. Continue to advocate for do once for all pan-regional / national approaches including consistency of funding	3e. OHID	3e. OHID	3e. OHID regions, Board	3e. PH employers, other stakeholders

OBJECTIVE	ACTIONS	RESPONSIBLE The organisation performing the task or activity	ACCOUNTABLE The organisation/person ultimately accountable for the success or failure of the task / with authority to make decisions	CONSULTED	INFORMED
4. Continue regional – national co production approach	4a. Utilise standing agenda item / regional – national feedback template commencing 03.03.25 to highlight issues, challenges, opportunities and good practice to national fora	4a. Board co-chairs / Board members	4a. OHID	4a. Wider system stakeholders	4a. PH Workforce Collaborative, ADPH Workforce PAG
	4b. Consider added value of collaboration with other regional PH workforce boards on crosscutting issues, eg funding for PH workforce priorities	4b. Board co-chairs / Board members	4b.Board	4b. OHID, wider stakeholder groups	4b. EM and WM DsPH
	4c. Collaborate with other regional PH workforce boards to write a paper setting out recommendations for the merged NHSE-DHSC PH workforce function	4c. Board co-chairs, wider PH stakeholders, Board members	4c. Board co-chairs	4c. Wider stakeholder groups	4c. EM and WM DsPH, OHID
	4d. Continue regional DPH representation onto the PH Workforce Collaborative	4d. ADPH (Derek Ward)	ADPH	4d. OHID	4d. EM and WM DsPH, wider stakeholder groups

OBJECTIVE	ACTIONS	RESPONSIBLE The organisation performing the task or activity	ACCOUNTABLE The organisation/person ultimately accountable for the success or failure of the task / with authority to make decisions	CONSULTED	INFORMED
5. Design, roll out and analyse a Midlands wide Training Needs Analysis (TNA) process	5a. Align to outputs and findings from the workforce data workstream	5a. OHID	5a. OHID	5a. Board , PH employers and stakeholders, Midlands Leadership Academy	5a. EM & WM DsPH and Alliances
	5b. Develop infographic to present findings including what needs to be funded / what could be delivered through non funded routes / signposting to existing resources as a reminder	5b. OHID	5b. OHID	5b. Board , PH employers and stakeholders	5b. Board, PH employers and stakeholders, EM & WM DsPH and Alliances
	5c. Give specific consideration to what the TNA might tell us about leadership development needs	5c. OHID	5c. Board	5c. Board, PH employers, Midlands Leadership Academy	5c. Board, PH employers and stakeholders, EM & WM DsPH and Alliances
	5d. Disseminate outputs/outcomes	5d. OHID	5d. OHID	5d. Board	5d. EM & WM DsPH, wider stakeholders, PH Workforce Collaborative, regions, devolved nations
	5e. PLACEHOLDER: KP to add in a related action re proposed Mids CPD task and finish grp (sub grp to Board) and BASCLit				

OBJECTIVE	ACTIONS	RESPONSIBLE The organisation performing the task or activity	ACCOUNTABLE The organisation/person ultimately accountable for the success or failure of the task / with authority to make decisions	CONSULTED	INFORMED
6. Identify how to secure additional (non - WT&E) funding that supports development of the PH workforce	6a. Secure Sector Led Improvement funding for Specialist Registration by Portfolio Assessment participant support (see Specialist Portfolio workstream, slide 10)	6a. OHID	6a. EM & WM DsPH	6a. SLI leads, DsPH EM & WM	6a. Board, other stakeholders as appropriate
	6b. Work with WT&E Midlands & ICBs to influence local Multi-Professional Education and Training Plan (METP) funding allocations 2025 – 26 via DPH engagement into formulation of ICB Workforce Plans	6b. EM & WM DsPH	6b. EM & WM DsPH	6b. WT&E Midlands, Board	6b. Wider stakeholders as appropriate
	6c. Identify additional funding sources	6c. OHID	6c. Board	6c. EM & WM DsPH, EM & WM Alliances, wider stakeholders	6c. Wider stakeholders, other regions, PH WF Collaborative
	6d. Continue to advocate for more joined up national approaches around funding (see also slide 11, 4b)	6d. Board	6d. Board	6d. EM & WM DsPH, EM & WM Alliances, wider stakeholders	6d. EM & WM DsPH, EM & WM Alliances, wider stakeholders, other regions

ANNEX

Previous versions: Strategy and action plan



Adobe Acrobat
Document



Microsoft
PowerPoint Presentat

NB: The strategy & action plan previously formed two separate documents. As part of the 2025 refresh, these have now been amalgamated into one document as per slides 8-13

Methodology: collaborative development of the Midlands Public Health Workforce strategic plan

- This strategic action plan has been developed and updated through extensive engagement with system partners, as detailed below:
 - Midlands Public Health Workforce Strategy Workshop January 2023
 - Minor updates following sense check with Board members, co-chairs and other key system partners February - March 2023 & 2024 Minor updates
 - Further review and update January – March 2025 with the Board and co-chairs, resulting in the refreshed plan captured in slides 10 - 15
- Development of the strategic action plan also took account of outputs of the following Midlands PH workforce approaches:
 - Review of regional and national PH workforce strategies
 - System Training Needs Analysis summer 2021 & January 2022 / DPH survey January 2022
- The Midland PH Workforce Board was created in January 2023, amalgamating the formerly separate groups - East & West Midlands PH Workforce Board & Midlands PH Workforce Steering Group - with the aim of making best use of capacity, skills and knowledge across the region.

The Midlands Region

- The Midlands has a total population of 10.9 million people
- It is the largest region in England and continues to grow
- When compared to England, deprivation is higher in the Midlands
- There is evidence of stark inequality between our different populations
- The Midlands is an ethnically diverse region, with ethnic minorities making up almost half the population in certain areas

Map of the Midlands showing NHS and local authority boundaries:

- **24** Upper Tier (County & Unitary) Local Authorities (UTLA's)
- **65** Local Authority Districts (LAD)
- **11** Integrated Care System areas (previously sustainability and transformation plan footprints)
- West Midlands Combined Authority

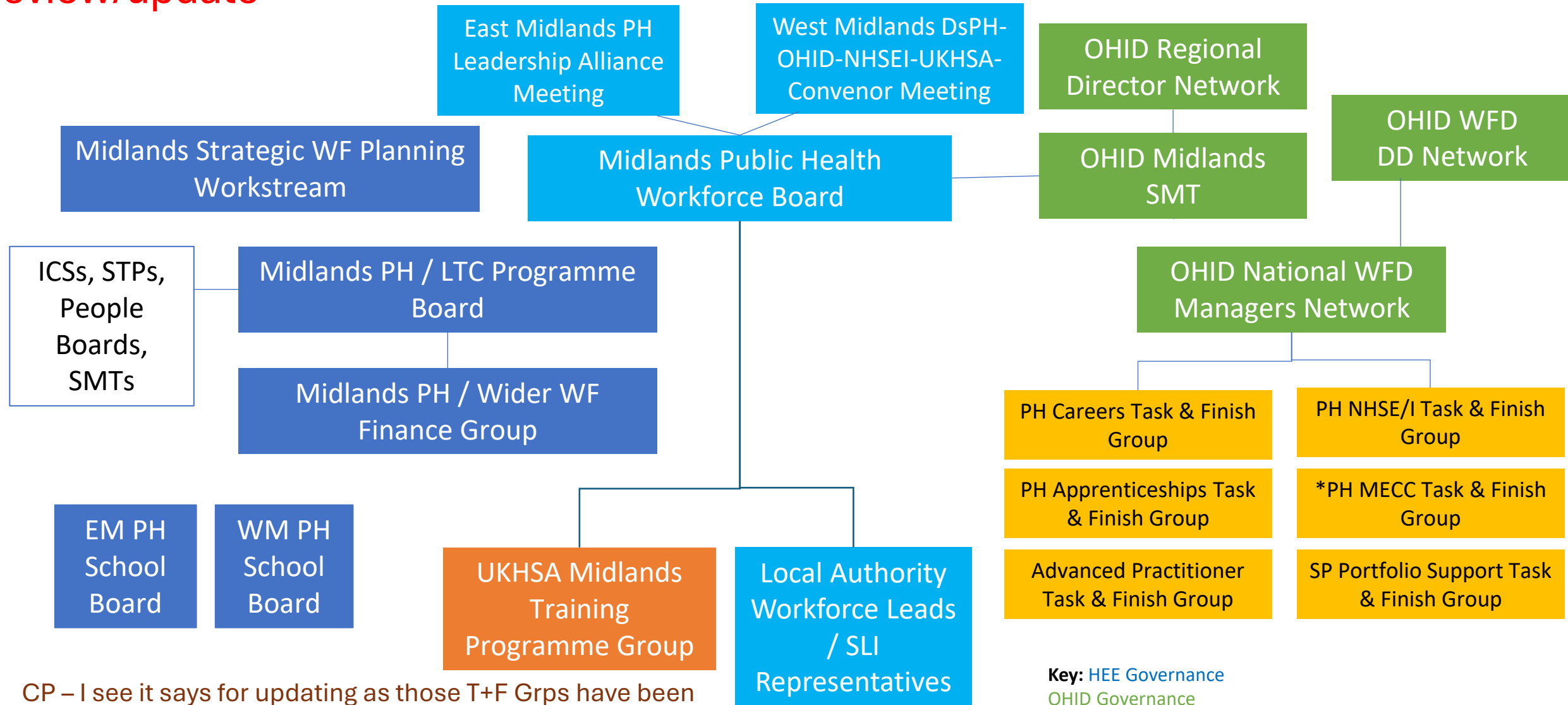
Bassetlaw (North Nottinghamshire), Glossop (North Derbyshire), and parts of Northamptonshire do not fall within the Midlands NHS boundary but have been included in this report as the information is based on local authority figures

Of note, there are planned changes to ICS boundaries that are not reflected in this slide deck



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Governance and Escalation processes Note 15.04.25: in the process of review/update



CP – I see it says for updating as those T+F Grps have been usurped by the o/sight grps now right? At one time we also discussed links across to the Nursing infrastructure and Cross – OHID but not sure we ever did it?

Key: HEE Governance
OHID Governance
OHID/HEE/LA +
OHID Led Task & Finish Groups
UKHSA Led WFD Groups

National governance arrangements: Public Health workforce

England

Public Health Workforce Leadership Forum

Purpose: Set strategic direction and leadership for England
Chair: DCMO
Secretariat: OHID

OHID NHSE NHSE WT&E FPH

Public Health Workforce Collaborative for England

(formerly the Standing Group)

Purpose: Operational delivery of strategy in England
Co-chairs: Andrew Furber (OHID/NHSE), Gary Wares (NHSE WT&E)
Secretariat: OHID

Unison

OHID NHSE NHSE WT&E FPH RSPH LGA UKHSA UKPHR ADPH

Regional Workforce Boards

Purpose: Collaborative oversight of regional workforce plans

Yorkshire & the Humber
Workforce Development
Steering Group

London PH Workforce
Collaborative

North West PH Workforce
Matters strategy group

East of England
Workforce Development
Strategy Steering Group

Midlands PH Workforce
Board

South West Workforce
Board

South East School of
Public Health Board

North East PH Workforce
Group

UK-wide

Other national workforce
groups, including:

FPH Workforce
Committee

ADPH PAG

OHID NHSE NHSE WT&E FPH RSPH LGA UKHSA UKPHR ADPH

CIEH RCN Public Health
Wales Public Health
Agency (NI) Public Health
Scotland

People in UK Public Health

Purpose: Collaboration and advocacy across Four Nations
Chair: Jessica Lichtenstein, UKPHR
Secretariat: ADPH

National workforce groups from other Devolved Administrations

KEY



Regional



National (England)



UK-wide



Other devolved administrations

Legacy actions explainer: slides 21 - 26

- As part of the action plan review 2025, a number of activities included in the previous action plan have been removed from the refreshed version shown on slides 8 – 13, and retained for reference in slides 21 – 26, following Board member feedback. This is because these either:
 - a) Form part of OHID's business as usual corporate delivery / are predominantly led by OHID on behalf of the Midlands PH system, and are therefore not priorities that the Board has agreed collective focus on
 - OR**
 - b) Are responsibilities mainly delivered and overseen by other organisations where the collective role of the Board, other than receiving periodic updates when required, is currently unclear.
- These legacy actions are captured under the following headings in the following slides: Pause / de prioritise / possible national escalation / business as usual
- As and when it will be useful for the Board to engage further in these activities (e.g. to seek input; raise risk; report progress etc.) agenda items will be tabled. In the meantime, if any of these areas are of interest to you / you'd like to find out more, please don't hesitate to contact the OHID Midlands Workforce Development team – contact details on slide 26.

Priorities: **PAUSE**

1. Identify potential to develop a Level 7 ‘general’ PH apprenticeship or similar upskilling

Rationale: Level 7 apprenticeship levy may be removed by DfE so need to await national position; Training Needs Analysis may further define ‘similar upskilling’ requirements and the need to do something in this space

2. Complete Advanced Practitioner scoping and act on recommendations appropriately

Rationale: Await national DfE decisions on continuation of Level 7 apprenticeship levy (as above) plus the outputs of workforce data surveys – which will further inform the size and distribution of this cohort – and Training Needs Analysis workstream. Bring back to the Board when appropriate for discussion on whether/what activity in this area should be prioritised.

DE PRIORITISE

1. Understand structures and pay scales at Local Authority level (AD scales below consultant level), UKHSA and OHID in order to try to ensure parity. Develop communication package to escalate appropriately once governance arrangements are clear

Rationale: Ts and Cs differentials is a national issue and thus far appears to be unresolvable – requires legislation. At regional level there could be an action around ways of working across the system to grow PH specialist skills collectively including with ICB Population Health teams. A new action therefore added to the workforce data workstream – see slide 5 - to map current landscape and enable decisions to be made by the Board about further activity.

2. Strengthen the Capacity and Capability of the Wider Public Health Workforce including the following sub actions:

- ❖ *Continued support of MECC and Health Literacy across the system .*
- ❖ *Prioritising MECC / MECC Col as a delivery structure*
- ❖ *Identify opportunities, communicate and engage with broader stakeholders – OGD, NHS, VCS organisations*
- ❖ *Map what work is going on in the wider system with DWP / Blue Lights / VCS / Other Gov Departments to understand who is delivering what. Prioritise action areas*

Rationale: There is significant work ongoing in this area with LAs / NHSE partners across the system. It is therefore unclear where the value add of the Board is, and also a continuing need to focus Board attention and capacity on core / specialist PH workforce ‘burning platforms’ given that this is where major risks remain.

For possible national escalation

(the bullets below have been pulled from the previous action plan, or captured via Board feedback into the refreshed action plan)

- **Advocate for inclusion of Public Health into non-Public-Health curricula**

This has been discussed at the national PH Workforce Collaborative and could also potentially be included in other national activity

- **Funding for Master's degrees**

Funding for such activities is extremely limited however OHID Midlands will continue to advocate for this via national discussions & wil, along with other Board members, disseminate information about other potential funding opportunities as applicable e.g. via NIHR

- **Capacity demands on the PH workforce via the multitude of voluntary, unpaid roles (e.g. FPH / training network / UKPHR practitioner assessor/verifiers, professional appraisers)**

A potential associated action for the OHID workforce team is captured on slide 26, final bullet point

Continue to advocate for more consistent, collaborative and joined up national approaches around funding for PH workforce education and development

This has been raised via the PH Workforce Collaborative with proposed further discussion and activity. See slide 11, action 4b

- **Differentials in Ts and Cs and consequent loss / dispersal of PH expertise from some parts of the system, e.g. Local Authorities, due to more favourable equivalent NHS pay scales**

This has been raised via the PH Workforce Leadership Forum and is anticipated to remain a live national issue.

Business as usual

- **Communicate and socialise PH Career Infographic with the Public Health and wider system incl. universities and education**

OHID Midlands Workforce Development team are collaborating with other OHID regional leads to update an existing resource and will disseminate the updated version when complete plus seek input from partners including the Board as necessary to inform development

- **Deliver the professional appraisal function to support revalidation for public health specialists/consultants (GMC, GDC and UKPHR registrants) across OHID, UKHSA, Local Authorities and in Academic Public Health**

The OHID Midlands team delivers the professional Appraisal and Revalidation function for Midlands and East of England as a statutory part of organisational delivery and seeks input from system partners as/when necessary, both via the Board and wider PH system.

- **Promote Aspiring Future Public Sector Leader programme to ensure uptake and a high calibre of relevant applicants**

OHID Midlands Workforce Development team took on recommissioning of this cross England programme during 2023-24 due to lack of capacity within the national OHID team. Recommissioning is now complete, and this has been handed back to the newly recruited national team. Information about future programmes will continue to be disseminated by the team to our stakeholders

- **Support and ensure adequate resourcing of PH Specialist Training Programme via Heads of School (HoS)**

This is School of PH role. East and West Midlands HoS are members of the Board however due to 1 day per week working patterns, may not be able to attend some meetings to provide updates. As wider context, links between the Board and HoS are covered through separate update meetings that OHID Midlands Workforce Development team convenes with HoS, as well as via DH representation on School Boards where this is possible

- **Understand career destinations for SpRs from Training programme plus the backgrounds of those on the training programme and their motivations for going into PH**

Schools of PH track this information and will be invited to share with the Board as/when it is relevant to do so

Business as usual

- **Engage with other regions to share/learn, do once for all and collaborate on approaches to managing crosscutting risks and issues**

The OHID Midlands team continue to meet with both their regional counterparts across England as well as with counterparts in the devolved nations on crosscutting areas of focus. Actions where broader pan regional engagement with other regional PH Workforce boards have been included on slide 11, actions 4b & 4c.

- **Deliver Midlands PH Practitioner Programme**

This programme is commissioned by WT&E and delivered via a provider. The OHID Workforce Development team collaborate with WT&E and the provider, when necessary, to provide input and support and to advocate for continuing funding. The Midlands UKPHR scheme coordinator will be invited to provide updates to the Board bi-annually.

- **Continued development of the [Midlands Public Health Workforce Development website](#)**

The OHID team will continue to maintain and develop this website in collaboration with system partners to ensure continued utility

The additional action below could potentially be led by the OHID Midlands team 2025 – 26 with outputs reported back to the Board as appropriate to assess the need for additional activity / join up:

Objective: To understand capacity demands of additional, unpaid roles (e.g. FPH regional positions / training network / UKPHR practitioner assessor/verifiers, professional appraisers)

The OHID team may undertake (capacity and priorities permitting) a pilot mapping exercise to assess the number of Practitioner Assessors / Verifiers and Professional Appraisers to better understand capacity requirements and capacity impact on individuals providing this input now, forecast future demand and gap analysis.

Contact details

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