

# **South East Regional Public Health Workforce Development Plan 2024 - 2027**



# Introduction

The South East Public Health Workforce Development plan is a live document which has been reviewed to agree our priorities for the next three years. The plan will continue to be a working document which will be reviewed annually to outline how public health partner organisations across the region will work collectively to address our shared priorities to strengthen our public health workforce.

The South East region has a population of over 9 million people which is served by:

- 18 Local Authorities
- 6 Integrated Care Systems
- 1 Regional School of Public Health (SoPH) comprising of 3 local schools
- 1 Regional Public Health group representing OHID, UKHSA, NHS England public health directorate.

This plan builds on the 2023-24 plan which was designed and delivered by partners across the region to identify and address the needs and challenges facing the region's public health workforce. We will need to benefit from the specific contribution each organisation in the public health landscape can make to succeed in achieving the outcomes we all hope to see. Our region particularly benefits from the unique resource of the South East School of Public Health which supports joint workforce roles with OHID; supports local authority workforce leads; and receives regional workforce funding to develop regional education and training activity.

This plan represents the **regional** programme across all localities and partner organisations. Local operational and organisational plans will complement this plan, addressing specific priorities relevant at place level.

Working as part of the –

South East Regional Public Health Group



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# Public Health Workforce Development Plan 2024 - 2027

## Aims:

1

**Public Health Capability:** develop a public health workforce with the skills to improve public health outcomes, protect the public from threats and reduce health inequalities across the region

2

**Public Health Capacity:** attract and retain the public health workforce by maintaining quality assured training placements and a thriving place to work

3

**Workforce Planning:** improve workforce intelligence data and equality and diversity strategies

4

**Systems Leadership:** work with partners to develop and embed public health skills and knowledge across the core and wider public health workforce\*

## Principles:

**Develop** a learning and development culture that commits to training the current and future workforce across all grades of public health teams and champions health and wellbeing at work.

**Work collaboratively** across organisations in the region to provide ideas, insights and reflections on key workforce challenges and priorities, working together to address these.

**A shared approach** and a commitment to attract, retain, develop and grow our public health workforce.

**Embed** equality, diversity and inclusion principles throughout the plan and workforce programmes.

**Advocate** for the skills and knowledge required by the wider workforce and system in the prevention of poor health and addressing inequalities.

**Harness innovation** to embrace new ways of working through education and training taking ideas from concept to delivery.

\*Any individual who is not a specialist or practitioner in public health, but has the opportunity or ability to positively impact health and wellbeing through their (paid or unpaid) work, [\(CfWI and RSPH\)](#)

**Public Health Capability:** develop and retain a public health workforce with the skills to improve public health outcomes and reduce health inequalities across the region (1/2)

Item	Action	Lead	Support	Measurable Outcomes
Quality public health placements	<ol style="list-style-type: none"> <li>1. Expand where quality training placements are made available within the new health and care landscape to include Trusts and ICBs</li> <li>2. Expand quality placements for practitioners and apprenticeships</li> <li>3. Ensure placements can meet the requirements of the Faculty of Public Health curriculum</li> <li>4. Develop insights with training leads and senior registrars to aid transition from final year of training to first Consultant post</li> </ol>	<p>SoPH</p> <p>SoPH</p> <p>SoPH</p>	<p>LAs, UKHSA, NHSE, OHID</p>	<p>Number of organisations</p> <p>Number of placements</p> <p>GMC survey</p>
Keeping the public health family connected	<ol style="list-style-type: none"> <li>1. Develop and deliver a SE wide CPD programme</li> <li>2. Regional public health conference</li> </ol>	<p>SoPH, OHID</p> <p>ADPH</p>	<p>- UKHSA, NHSE, LAs SoPH, UKHSA, OHID</p> <p>- OHID</p>	<p>Attendance at events and evaluations</p>
Applying research to public health practice	<ol style="list-style-type: none"> <li>1. Develop good working relationships with Applied Research Collaborations (ARC) including delivery of CPD programme</li> <li>2. Share learning and experiences as Health Determinants Research Collaborations (HDRC) and other research programmes develop across the South East</li> </ol>	<p>ARC</p> <p>LAs</p>	<p>UKHSA, OHID, NHSE, LAs</p>	<p>Number of joint initiatives</p> <p>CPD programme</p>

**Public Health Capability continued:** develop and retain a public health workforce with the skills to improve public health outcomes and reduce health inequalities across the region (2/2)

Item	Action	Lead	Support	Measurable Outcomes
Building and maintaining health protection skills and knowledge	Awareness and learning needs led health protection open mornings, masterclasses and CPD to build and maintain health protection knowledge, capabilities and resilience	SoPH, UKHSA, LAs	All	Attendance at events and evaluations
Developing data and intelligence skills	Develop public health intelligence capability within the public health system by: <ul style="list-style-type: none"> <li>• Co-ordinating and supporting local intelligence networks</li> <li>• Delivering a pan-regional public health intelligence course for local authority public health analysts</li> <li>• Providing training to support the use of OHID tools and resources</li> <li>• Providing an online workspace with resources including self-led training materials and discussion fora to support the wider public health workforce and systems in the effective use of public health intelligence</li> </ul>	Local Knowledge and Intelligence Service (LKIS, OHID)	NHSE, LAs, UKHSA, SoPH	Engagement, attendance and evaluations
Develop a regional approach to support secondments across public health employers for all levels of the public health workforce	Develop a plan of action to simplify access to secondments across the system including working with Human Resources leads to simplify operational processes	LAs, OHID, UKHSA, NHSE	All	Regional secondment process in place

# Public Health Capacity: attract and retain the public health workforce by maintaining quality assured training placements and a thriving place to work

Item	Action	Lead	Support	Measurable outcome
Specialty training	<ol style="list-style-type: none"> <li>Continue to develop and build new placements within Academia, ICBs, NHS Trusts</li> <li>Build Educational Supervisor capacity and ensure quality educational supervision training in place</li> <li>Increase training placements for Specialty Expansion posts</li> <li>Expand opportunities for public health development across other clinical specialties including medical foundation training</li> <li>Development of an action plan to build racial literacy of Trainees and strategies to address racism.</li> </ol>	SoPH	OHID, UKHSA, NHSE, LAs, Academia, ICBs	GMC trainee survey
Aspirant Specialist Workforce	<ol style="list-style-type: none"> <li>Commission and deliver a 12-month support programme for senior practitioners working at specialist level to submit a pre-application to UKPHR</li> <li>Evaluate the regional support programme to embed learning and best practice across employers to support the future aspirant specialist workforce.</li> <li>De-mystify recruitment to the specialty training programme</li> </ol>	ADPH  ADPH  SoPH	SoPH, OHID, UKHSA, NHSE	Commissioned programme and % successful pre-applications to UKPHR
Practitioner Development	<ol style="list-style-type: none"> <li>Continue to promote and increase public health apprenticeships across the South East through widening participation</li> <li>Increase the public health practitioner workforce through UKPHR registration scheme.</li> <li>Establish the Practitioner Graduate Trainee programme using positive action to recruit people from ethnic minority backgrounds from the local community.</li> <li>Increase and maintain mentor, assessor and verifier capacity across the region</li> <li>Agree regional leadership to progress a regional approach to support advanced practitioner development following national recommendations.</li> </ol>	OHID, SoPH  SoPH  All employers  SoPH and all employers	RPHG, LAs, Academia, NHS    SoPH	Increased number of registrants and career development opportunities for this workforce
Diversify the Public Health workforce through the social mobility project	<ol style="list-style-type: none"> <li>Complete research and development</li> <li>Pilot implementation and evaluation across two intervention sites in South East England (April 2023-March 2026), including Portsmouth City Council and Bucks Council</li> </ol>	SoPH	LAs	Intervention developed and tested

## Workforce planning: improve workforce intelligence data and equality, diversity and inclusion strategies

Item	Action	Lead	Support	Measurable Outcome
Better data of the public health workforce	<ol style="list-style-type: none"> <li>1. Continue to work with WT&amp;E to ensure the capacity review is fit for purpose</li> <li>2. Review the findings from HEE's workforce data exercises to inform horizon scanning</li> </ol>	SoPH, OHID, LAs	RPHG	100% response rate from SE
Share and promote equality, diversity and inclusion good practice across the region.	Agree a collaborative programme of work across organisations to collect and share examples of good practice across the region and nationally to inform a toolkit by September 2025 ( <i>objective amended at the South East School Board March 2025</i> )	OHID, SoPH	ADPH, NHSE, UKHSA	Toolkit to share good practice
Develop a regional approach to support secondments across public health employers for all levels of the public health workforce	Develop a plan of action to simplify access to secondments across the system to support career development ensuring capacity and stability to existing workforce, training and education programmes.	OHID, SoPH, UKHSA, NHSE, ADPH		Regional secondment process in place

**Systems Leadership:** work with partners to develop and embed public health skills and knowledge across the wider public health workforce

Item	Action	Lead	Support	Measurable Outcome
Leadership training for the public health workforce	<ol style="list-style-type: none"> <li>1. Continue to work with NHS Leadership Academy to promote equity of access and uptake of leadership programmes and courses to the public health workforce</li> <li>2. Explore advanced systems leadership training for senior staff in the South East</li> </ol>	<p>OHID, SoPH</p> <p>ADPH</p>	<p>RPHG, Las</p> <p>SoPH, OHID</p>	<p>Number of PH workforce on courses</p> <p>Workshop</p>
Develop and embed public health skills and knowledge across health, care and third sector workforces	<ol style="list-style-type: none"> <li>1. Facilitate the regional MECC network to share good practice and innovation</li> <li>2. Advocate and embed MECC training across health, care and third sector workforces</li> </ol>	<p>OHID</p> <p>LAs, NHSE</p>	<p>SoPH, LAs, RPHG</p> <p>SoPH</p>	<p>Training evaluations</p>
Behaviour Change	<ol style="list-style-type: none"> <li>1. Develop and deliver behaviour change training programme to build capacity and capability to apply behaviour change theory, concepts and models to public health strategies and interventions.</li> <li>2. Support the roll out of the Behaviour Change Development Framework for local organisations and systems to use to inform behaviour change workforce development.</li> <li>3. Provide leadership and coordination to the South East MECC programmes by identifying opportunities to collaborate, share practice and network.</li> </ol>	<p>SoPH</p> <p>SoPH</p> <p>SoPH, OHID</p>	<p>Delivery partner, local systems</p>	<p>Number of people trained.</p> <p>Case studies outlining implementation</p>

**Systems Leadership:** work with partners to develop and embed public health skills and knowledge across the wider public health workforce

Item	Action	Lead	Support	Measurable Outcome
Community Participatory Action Research (CPAR) training and development programme	<ol style="list-style-type: none"> <li>1. Deliver and evaluate cohort 3 in 2024-25</li> <li>2. Ensure future sustainability of the programme by working with partners to identify funding and resource to enable the voices of marginalised communities to be recognised and used to inform health and care services</li> </ol>	SoPH, OHID	LAs, NHSE, UKHSA	Researcher reports Showcase event ICB engagement
Health inequalities training	Co-produce an action plan to address the needs of the workforce to be led by NHSE public health directorate by 31 March 2025	NHSE	All	Action plan with key deliverables
Regional Public Health Network informed workforce development	Co-produced workforce development programme with OHID facilitated Public Health Networks to include: <ul style="list-style-type: none"> <li>• Homelessness workforce development with the South East Inclusion Network</li> <li>• Asylum Seeker and Refugee workforce development with the South East Public Mental Health Network and Children and Young People (CYP) Network</li> </ul>	SoPH, OHID	SE Inclusion Network SE PMH Network SE CYP Network	Case studies developed  Evaluation of impact
Population Health Fellows	Continue to host and train population health fellows as agreed with NHSE's national Workforce, Education & Training directorate	SoPH	OHID, LAs, NHSE, UKHSA	3 fellows hosted annually

**Specialist Community Public Health Nursing (SCPHN) Programme:** *Our vision is to build and sustain a vibrant and fulfilled public health nursing workforce to promote and protect the health and wellbeing of babies, children and young people living in the south east region*

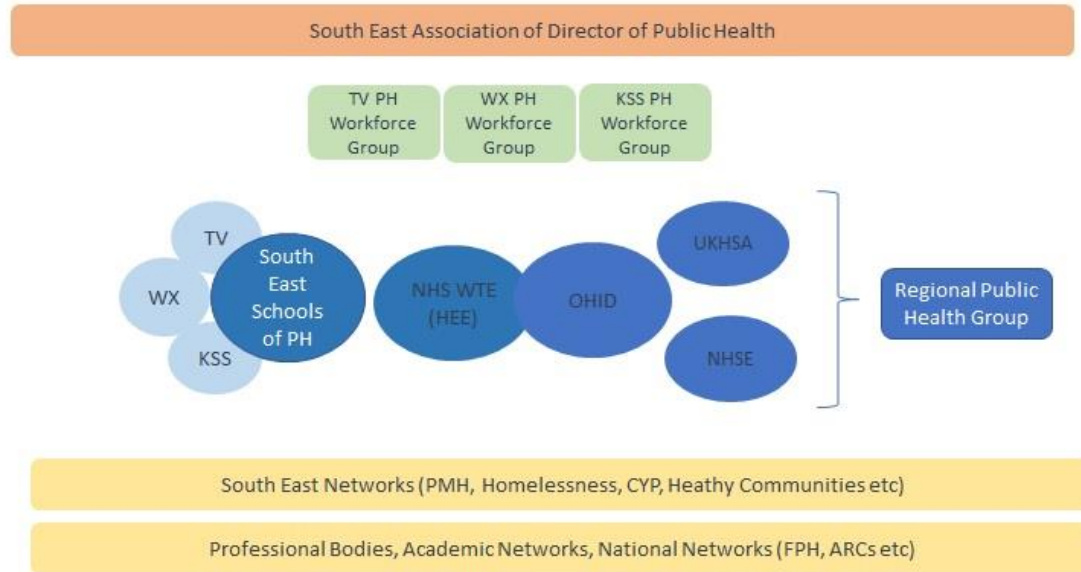
Item	Actions	Lead	Support	Measurable Outcome
Promote a strategic regional approach to enable the recruitment and retention of the SCPHN and wider 0-19 workforce	<ol style="list-style-type: none"> <li>1. Joint leadership of South East Specialist Community Public Health Nursing Workforce Project</li> <li>2. Host and facilitate regional South East Specialist Community Public Health Nursing Workforce Project - Steering Group ensuring membership of the group is current and engaged with the project.</li> </ol>	<p>OHID/WT&amp;E</p> <p>OHID</p>	<p>WT&amp;E/LAs/ Providers/ NHSE SE</p>	<p>0-19 providers engaged in project</p> <p>No. of Meetings/ Webinars</p>
Implement a measurable set of activities to mitigate & address the workforce challenges identified	<ol style="list-style-type: none"> <li>1. Promote &amp; utilise the established recruitment resources including the Health Visitor and School Nurse webpages, films, webinars and WT&amp;E Star workshops and training</li> <li>2. Explore opportunities for additional webinars where gaps have been identified.</li> <li>3. Create and embed the use of development role toolkits</li> <li>4. Continue to develop reliable workforce data collection methods and align with any national data collection/cleansing programmes that emerge.</li> </ol>	<p>OHID</p> <p>OHID/WT&amp;E</p> <p>OHID</p> <p>OHID/WT&amp;E</p>	<p>NHS Creative/WT&amp;E</p> <p>LAs/ Providers/HEIs</p> <p>LAs/ Providers/HEIs</p> <p>LA's/ Providers</p>	<p>Resource utilisation and impact evaluation</p> <p>Evaluation of webinars</p> <p>Regular data collection returns</p>
Share findings and progress at a regional and national levels	<ol style="list-style-type: none"> <li>1. Collaborate and influence at a national level by maintaining engagement with the 0-19 Clinical Programmes Unit</li> <li>2. Share intelligence/progress via regional ADPH – Children and young people network, NHSE Safeguarding &amp; Looked After Children network, SE CYP Professional Lead's Forum and ADPH group</li> <li>3. Liaise with other OHID regional leads to share intelligence, and good practice.</li> </ol>	<p>OHID</p> <p>OHID</p> <p>OHID</p>	<p>LAs/ Providers/HEIs</p>	<p>Intelligence shared and position/actions understood by key stakeholders</p>

# Governance

The South East School of Public Health will provide oversight and assurance of the South East Public Health Workforce Development Plan through a School Board.

## The School Board will:

- be representative of all key stakeholders in the South East including NHSE Workforce, Education and Training Directorate (*HEE*), NHSE, SE ADPH, OHID, UKHSA, ICBs, Academia.
- provide leadership and oversight of the regional workforce development plan, its deliverables and any associated risks.
- provide assurance and monitoring of the SoPH spend.



## Reporting and Updates

Regular reporting for workforce programmes is in place via ADPH, RPHG and SoPH reporting structures as illustrated in the diagram.

Representatives of the School Board will take responsibility to report outcomes of the board to their affiliated organisations and constituent workforces.

Organisational operational plans to address these regional priorities will follow their own internal governance structures.

Working as part of the –  
South East Regional Public Health Group

ADPH  
Office for Health  
Improvement  
& Equities

NHS  
England

ADPH  
Office for Health  
Improvement  
& Equities



UK Health  
Security  
Agency



# Glossary

Acronym	Description
ADPH	Association of Directors of Public Health
ARC	Applied research Collaboration
CPD	Continuous professional development
HDRC	Health Determinants Research Collaborations
HEE	Health Education England
HEIs	Higher Educational Institutes
ICB	Integrated Care Board
LA	Local Authority
MECC	Making Every Contact Count
NHSE	NHS England
OHID	Office for Health Improvement and Disparities

Acronym	Description
PH	Public Health
PMH	Public Mental Health
Public Health Workforce	This definition applies to all domains of public health: health protection, health improvement, healthcare public health, dental public health and data and intelligence.
SoPH	School of Public Health
UKHSA	UK Health Security Agency
WT&E	Workforce, Training and Education