

# People Programme (1/2)

## Vision

We want South East London (SEL) to be a diverse, joyful and vibrant place where our skilled 'one workforce' are supported to live healthy working lives and empowered and encouraged to collaborate across our partners, making a difference to the lives of people in our communities. The People Programme are working to support growth, retention and transformation of our "one workforce" (156,000 people working across health, social care, voluntary and charity) by working with system partners, to make a tangible difference for our population.

## Deliverables / Improvements since 2023/24

- Work continues to deliver against our 5 year SEL People Strategy [selondonics.org/people-strategy](https://selondonics.org/people-strategy), which sets our mandate to deliver against the ICB Vision and is aligned to the National NHS Long Term Workforce Plan.
- Progress is being made against the 5 year success measure listed for each pillar of our strategy as follows:
  - Strategic Workforce Planning supported through bi-annual reporting and workforce intelligence being delivered to support workforce transformation and retention. Workforce tools and products delivered to show aggregated SEL NHS workforce data; automation and triangulation work in progress with SEL ICB partners.
  - Education priorities are strategically focussed on shortage professions, apprenticeships and National priorities of digital, prevention and care closer to home. Engagement with SMEs and improved online educational resources set.
  - SEL Health and Care jobs Hub has exceeded targets and is focussed on establishing a sustainable model of supporting local people into good jobs.
  - Priorities for the Health and Well-being, EDI and retention have been agreed, with investment set, building on achievements and lessons learnt. Improvements in retention seen and are in line with London position.
  - High impact actions at scale are progressing; Employer Assistance Programme commissioning completed and phase 1 of Occupational Health progressing. Key strategic priorities for supporting Mental Health workforce transformation and children and young people are being delivered.

## Key Challenges / Opportunities Remaining

- The SEL People Strategy is aligned to the NHS LTWP.
- Post-election, now awaiting 10 year NHS Plan (anticipated publication in Summer 2025) and further changes to this LTWP (published in June 2023), and clarity on any revised delivery plan, targets and budget.
- People Programme Team are connected with London CPOs and ICBs, NHSE regional and National leads to understand approaches, share learning and forward plan.
- Current financial deficit is impacting on delivery; management cost savings are being made at National and local level, and the 25/26 operational plan requires further workforce reductions and a focus on productivity across NHS Trusts.
- The People Programme Team are actively supporting the System Sustainability programme and forward planning for longer term workforce transformation, reduction of agency and bank utilisation, and collaboration on shared services, which will bring efficiencies and positive change.
- Recovery post pandemic is an ongoing challenge; the social care sector has been particularly impacted with pre-existing workforce challenges, further increasing.
- Increased productivity can be delivered through improved system working and actions being taken across our whole People Strategy.

# People Programme (2/2)

## Please describe any other key priorities for your area in 2025/26

1. The People Strategy is being delivered in a agile way that aligns to National and local priorities.
2. Workforce transformation will be supported by culture change, forming infrastructure and collaborations as well as investment. It will be important to recognise the time required, and that deliverables will span multiple years.
3. The People Programme Team are actively supporting the System Sustainability programmes follows:
  - Workforce as an enabler will support various transformation initiatives through delivery against our People Strategy
  - An invest to save proposal for delivering a new workforce model (with a range of mental health roles and bands) to support Acute Trusts to manage patients with Mental Health support needs presenting in UEC settings, has been accepted by senior leaders as an immediate priority.
4. Exploring opportunities for shared services at scale is a key priority, discussions are underway and learning being taken from other ICBs. These will be considered alongside the National Target Operating Model in development for people services considering the standardisation of systems, processes, policies, automation and potentially consolidation.
5. Expansion of the Health and Care Jobs Hub and building on the foundations set to deliver against the “Get Britain Working” priority is being planned for. Engagement is underway with Place based leads and SEL governance with funding options and collaborations being considered to enable delivery.

## How will this contribute to population health and inequalities?

- Equality, Diversity and Inclusion is a golden thread running through the SEL People Strategy. Work delivered to support staff, impacts on the community as a whole.
- Mental Health is a key strategic priority impacting on under represented groups and areas of deprivation. Our full Mental Health programme ranging from the system sustainability work to the delivery of a MH competency framework is critical to addressing inequalities.
- The Health and Care Jobs Hub is focused on under represented groups and the Anchor Alliance priority for supporting local people into good work, which altogether supports population health.
- New work to support “Get Britain Working” will directly support population Health by supporting people to enter the workplace or prevent them from leaving due to ill health.
- Our work and commitment to Care Leavers has illustrated the complexity of population groups and the multi-stranded challenges they face. This learning will be embedded into the future work being planned.

## How will this contribute to system sustainability?

- Work in progress to deliver EAP and OH at scale delivers efficiencies and savings
- Mental Health workforce change being supported in Acute Trusts shows direct cost saving through the use of a new staffing model, as well as improvements in patient care.
- Planning for Shared Services is critical for future sustainability and requires in depth planning to manage risk and deliver sustainable solutions.
- GLA investment of £500K has developed an expert team and sustainable products delivering virtual education and work experience.