

Wednesday 6th May 2026 Minutes

Welcome and apologies

The chair, **Anne Rainsberry CBE, Vice Chair of South West London ICB and Non-Executive Director for London Ambulance Service** welcomed board members to the meeting.

Review minutes from London People Board held on 18th March 2026

Minutes approved and actions updated.

Skills for Care – Adult Social Care Workforce

Presentation

Louise Whitley (LW), Head of Region (London & South East), Skills for Care summarised the adult social care workforce position, including underfunding, capacity pressures from demographics, high turnover (notably under-25s), reliance on international recruitment (and the impact of new regulations), variable quality linked to leadership/culture, and the need for skills portability (incl. skills passports).

- **Policy context:** Noted that social care is referenced but not covered in the NHS workforce plan; **LW** reiterated the need for a national workforce plan for adult social care (alongside the adult social care workforce strategy led by Skills for Care).
- **Priorities and programmes:** Examples cited included the undergraduate placement strategy for social care, nursing preceptorship, dementia training/resources, and social care's contribution to the neighbourhood health service.
- **Fair pay agreement:** **LW** advised work is ongoing (DHSC led); a key unresolved issue is how increased pay would be funded (local authority funding constraints).
- **NHS collaboration:** **LW** highlighted priority opportunities for joint working, notably **delegated healthcare** (training/oversight/insurance barriers) and **joint training** with social care access to NHS training where appropriate.
- **Discussion:** **NM** commended collaborative work on social care nursing careers and referenced forthcoming CNO professional strategy (nurses in all care settings). **SG** asked about transferability materials; **LW** noted limited national funding for campaigns and suggested the London sector talent boards could help bridge this gap. **NCO** requested visibility of the risk and queried workforce projections and the role of unpaid carers; **LW** noted unpaid carers are not a standalone component of the strategy but are recognised as critical. **FY** notes the importance of recognising the large numbers of Occupational Therapists entering the social care sector. Currently the emphasis is on NHS providers to provide all training with a lack of placements available to those who might enter social care.

Action: **FY** will feedback to AHP colleagues in order to generate a stronger voice around opening up placements in social care. This is to ensure good throughput to the sector with a view to progressing joint training opportunities across health and social care.

London Neighbourhood Health Delivery Programme – People Task & Finish Group

Presentation

Victoria Stanway (VS), PPL provided an update on the People Task & Finish Group supporting implementation of the London Neighbourhood Health operating model.

- **Current focus:**
 - (i) developing core expectations / shared understanding of neighbourhood health;
 - (ii) risk sharing and governance (identifying barriers and developing problem statements for regulators/legal experts); and
 - (iii) avoiding duplication by mapping existing activity across place/system.
- **Resource challenge:** Noted the scale of people transformation is significant and resources are limited; options discussed included capability-building approaches, peer to peer learning and use of existing routes rather than creating a new "academy".

- **Workforce modelling:** Noted forthcoming technical work to model the future workforce (composition and transition over short/medium/long term).

Engagement/Feedback:

- **SG** emphasised mapping and harnessing existing good practice.
- **NM/JE** highlighted university interest in contributing; **VS** welcomed involvement, especially in workforce composition/modelling work.
- **DW** suggested a prioritisation matrix (what sits at region vs place/ICB) and flagged employment model work (passporting, host models, governance) as a “do once” priority; he also stressed engaging professional leads.

Actions:

SG to factor in the following aspects in the development of London Neighbourhood Health model:

- (i) Connecting university representatives involvement in modelling/workstreams.
- (ii) Continued mapping of existing L&D/OD activity to reduce duplication.
- (iii) Progressing work on employment models (incl. passporting/host models) and linking in interested members.

DHSC staff standards (assurance via National Oversight Framework (NOF))

Presentation

Issy Retberg (IR), Head of ACCIA and Workforce Special Projects, DHSC outlined work on staff standards (mandatory; intended to improve consistency of staff experience and raise prominence alongside finance/productivity/patient safety).

- **Launch** planned for May (aligned to NOF technical guidance).
- **Scope (phase 1):** Applies initially to secondary care organisations completing the NHS staff survey (acute, ambulance, community and mental health trusts). Longer term ambition to expand (incl. primary care), noting different levers (e.g., contracts).
- **Content:** Six topic areas: health and wellbeing; effective line management; promoting flexible working; preventing/reducing violence; improving sexual safety; tackling racism.
- **Assurance:** Performance to be assessed via a new compound score under NOF (initially a proxy based on mapped NHS staff survey questions); intention to improve methodology over time and to support broader assurance conversations (e.g., provider capability assessments; regional model).

Questions/feedback:

- **LP** queried applicability to ICBs/arm's length bodies.
- **RCE, NM** and **DW** raised concerns about the compound score potentially masking underperformance in specific areas and requested review/sense checking after implementation.
- **IR** advised plans to provide a dashboard showing scores for each individual standard (in year), enabling targeted conversations; DHSC is open to ongoing engagement and refining the scoring methodology for future years.
- **LW** asked whether the standards will be freely available for wider use (e.g., social care “good employer” projects); **IR** confirmed yes.

Strategic commissioning development programme

Presentation

Richard Watson, National Programme Director, Strategic Commissioning (NHS England) summarised the strategic commissioning development programme aligned to the NHS strategic commissioning framework (published November 2025) and supported by c. **£11m** over two years.

- **Key components:**

- (i) **Commissioning Academy** (online platform on NHS Futures; blogs/guides/eLearning) and a diagnostic

- (ii) tool for ICB baseline assessment; leadership and professional development (ICB board development; action learning sets for senior ICB leaders on neighbourhood health);
 - (iii) commissioning intelligence centre (community of practice, skills such as healthcare economics); and
 - (iv) procurement of a partner to deliver an at scale action learning set programme for ~3,000 commissioners (likely from October).
- **Launch:** Programme launch planned at Confed Expo (10 June).
 - **Access:** **RW** confirmed the Commissioning Academy will be open (not restricted to ICBs) and will include places for regions; programme scope will evolve as IHO arrangements develop.

Joint CEO-CPO session - update

Update

Lizzie Smith (LS), Director of Workforce, Training and Education, **NHSE London Region** reflected on the joint CEO-CPO session (held online due to industrial action). Attendance was strong, with broader CPO participation than typical at the London CPO forum; further feedback on the meeting has been requested from attendees.

- **Agenda highlights:**
 - (i) London People Board update (five-year review);
 - (ii) progress updates (e.g., temp staffing, consultant job planning, talent/leadership);
 - (iii) integrated workforce planning and headcount reduction tensions; and
 - (iv) spotlight on **Transforming People Services (TPS)** (London and South West regions are early implementors).
- **Discussion:** Members noted increased CEO engagement and supported making the people agenda central. Some reservations were noted outside the meeting regarding TPS implementation impacts; the group agreed to plan a dedicated TPS spotlight session at the LPB.

Action: **LS's team** to schedule a TPS spotlight session (and ongoing updates) and continue gathering feedback on the joint CEO-CPO session.

Any Other Business

GLA sector talent board – collaborative London bid (health and social care)

LS outlined an opportunity via the GLA to fund a sector talent board for the health sector (with a separate social care board). The bidding process is live, with significant funding **over three years** plus related funding.

- **Approach:** The group supported a **collaborative London bid** (to avoid London competing with London), under the umbrella of the London People Board, working across systems and providers (and engaging London Higher).
- **Risk:** Noted the GLA launch approach may generate multiple bids; members encouraged to signpost any potential bidders to the collaborative approach.
- **Hosting:** **LS** noted West and North London system being considered as a potential host (multi-partner model; not excluding others).
- **Social care alignment:** **LW** requested follow-up on social care bids; **LS** agreed to connect outside the meeting and explore collaboration across health and social care bids. Bids due **10 June**.
- **Discussion points:** **NO** raised positioning alongside NHS headcount reduction narrative and rationale for London; **LP** highlighted risks to entry level roles and the opportunity to address this across London, while ensuring multi-partner delivery.

Actions:

- (i) **LS/team** to contact **LW** to align social care bid activity and explore collaboration.
- (ii) Members to signpost any emerging bids to the collaborative London bid.

EDI Subcommittee – additional note to the report submitted:

Nnenna Osuji, Chief Executive, North East London ICB brought the increased activity and concern around Anti-Semitism to the attention of the board and advised that the EDI group will review prior work (with EPRR) and recirculate actions guidance as needed to address this.

Next meeting: 23 July 2026