

Resource pack

Workforce planning across Integrated Care Systems: emerging practice

6 June 2023

Learning Network: Adult Social Care Providers & Integrated Care Systems



Integrated
Care Systems



Skills for Care

- Skills for Care is the strategic workforce development and planning body for adult social care in England.
- Skills for Care's role is to work across the whole system to understand the key drivers of workforce change using insight, data and evidence. They provide managers and those involved in the delivery of social care with guidance on best practice, tools, resources and intelligence to support workforce recruitment, capabilities, and culture. This combination of strategic and operational activity is the cornerstone of our reach and insight into the sector.

Key Links:

- [The Principles of Workforce integration](#)
- [Principles of workforce redesign guide](#)
- [A practical guide for strategic workforce planning, shaping and commissioning](#)
- [Skills for Care, DHSC and partners voluntary guiding principles to support person-centred, safe and effective delegation of healthcare activities.](#)
- [What integration means for social care](#)



Integrated
Care Systems



Skills for Care Case Studies

Making workforce support as inclusive as possible for care providers in Staffordshire and Stoke-on-Trent

- This ICS have embraced the role of social care in workforce planning. This includes engagement with Skills for Care's locality manager, who has worked in partnership with the ICS for a number of years, sitting on the People Board and a number of its subgroups.

Capitalising on existing networks and infrastructure to create opportunities for open-minded and broader integration in Greater Manchester

- The Social Care Provider Network in Greater Manchester is a group of representatives from the hundreds of care providers across the area. Skills for Care were commissioned to increase the number of providers in the network from December 2019 to March 2022. The project saw significant success.

Building a solid foundation of evidence and insights to support Cornwall's ICS

- Cornwall have embraced the insights and voices of care providers at multiple levels of ICS planning in their Single Workforce Planning framework.

Focusing resources on social care engagement and integration in South Yorkshire

- South Yorkshire ICB have employed a dedicated Health and Social Care Integration Programme (HSCI) Lead. The HSCI lead works very closely with Skills for Care and a range of health and social care partners across the region to ensure that the work of the ICS is inclusive of social care.



Skills for Care Case Studies

Diversifying the Voice of Social Care Representation in North East London ICS

- North East London ICS has expanded social care representation at the top levels of the ICS – where previously the only social care ‘voice’ was Skills for Care’s locality manager in their position on the Local Workforce Action Board and People Board.

Supporting social care partners to embed workforce initiatives in Sussex

- With almost £250,000 invested to date into the sector to help with Continued Professional Development (CPD) and provision of education and skills training, Sussex ICS have shown a real commitment to engaging and supporting adult social care. A big part of this work has been the planning to understand gaps, barriers and needs across the sector and aligning resources to meet these.

Creating a central focus for recruitment and retention in the Black Country

- Within the Black Country ICS, a positive programme of relationship-building has taken place over the past few years. This has been supported by social care providers being represented on the ICS People Board via Skills for Care’s locality manager.

Moving beyond organisational boundaries in Herefordshire and Worcestershire ICS

- Herefordshire and Worcestershire ICS is building an ICS Academy to support the health and social care workforce. Its targeted programme of education, learning and development will help them move towards their strategic objective of ‘one workforce’.



Further resources: Workforce

- [NHS Employers and partners Integrated workforce thinking across systems: practical solutions to support ICSs](#)
- [NHS Employers Putting people at the centre of their care](#)
- [LGA, ADASS, CPA Top tips for retention](#)
- [Social Care Leaders Vision for a future workforce strategy](#)
- [DHSC Health and wellbeing of the adult social care workforce](#)
- [Health and Social Care Committee Workforce: recruitment, training and retention in health and social care](#)



Integrated
Care Systems



Further resources: Workforce

- [DHSC Made with Care campaign](#)
- [DHSC Recruiting social care staff](#)
- [CPA Adult social care workforce strategy](#)
- [Joint call on prime minister to unblock NHS workforce plan](#)
- [NHSE ICS People Function guidance](#)
- [Association of Mental Health Providers – Developing Mental Health Social Care Workforce](#)
- [Association of Mental Health Providers – Mapping tool](#)



Integrated
Care Systems



Further resources: Integrated Care Systems

- [NHSE Resources for Integrated Care](#)
- [DHSC Expected ways of working between ICPs and adult social care providers, July 2022](#)
- [CPA Adult social care provider partnerships in integrated care systems, August 2022](#)
- [CPA Learning Network](#)
- [Health Devolution Commission Integrated Workforce, Place-based and Neighbourhood Partnerships, and ICS Regulation](#)



Integrated
Care Systems



Case Studies

Surrey Heartlands ICS – tackling workforce challenges through partnership working and talent strategy

- The Surrey Heartlands Workforce Alliance is modernising the way the system recruits and retains adult social care staff by offering fulfilling career opportunities to new recruits and investing in their development.
- Listen to NHS England's *Partnerships in Practice* podcast: [How innovative solutions in adult social care are helping to tackle workforce challenges by NHS England \(soundcloud.com\)](#)

One Devon – Devon ICS' approach to integrating their workforce across the system

- Devon Integrated Care System (ICS) established the One Devon partnership, a collaboration between the NHS, social care, local councils and voluntary communities, social enterprise sector and people who use services in the Devon community. The aim of this partnership is to assure that everyone in Devon has an equal chance to live long, healthy and happy lives. Prior to One Devon, the services across Devon were working in silos.

Northamptonshire Wellbeing Festival

- A week long wellbeing festival was swiftly adapted to a virtual wellbeing festival that was accessible for all health and care staff. The main outcomes was that it was accessible for all groups of staff and would be available as a downloadable resource for those who couldn't attend 'live' on the day. There were key note speakers covering hot topics such as wellbeing issues, yoga, spiritual wellbeing, photography and more.

Dorset ICS – Integrated Workforce Planning

- The Dorset ICS has come together to develop an integrated workforce plan that responds to the needs of the system, organisations and professions to create a joined up approach to delivering the workforce required now and into the future.

